

TRUST BOARD MEETING



Date: 1 March 2016

Location: Reception Room, Grand Hall

Start time: 6pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 8 December 2015			✓
4. Policy/Strategy Reports 4.1 East Ayrshire Leisure Performs (October to December 2015)			✓
5. Business Plan 2016-19			✓
6. Delivering the 2016-19 Business Plan and the 2016/17 Revenue Budget (Confidential Paper)			✓
7. Charges for Services 2016/17			✓
8. Meeting Schedule 2016/17			✓
9. Severance Report (Confidential Paper)	✓		
10. AOCB			
11. Dates of Next Meetings: Trust Board: 19 April 2016 Performance & Audit Sub-Committee: TBC			

For further information please contact: John Griffiths, Chief Executive
Email: John.Griffiths@east-ayrshire.gov.uk Tel: 01563 554710

REPORT TO BOARD OF TRUSTEES



EAST AYRSHIRE LEISURE PERFORMS OCTOBER TO DECEMBER 2015

Date: 1 March 2016

Agenda Item: 4.1

Report By: John Griffiths, Chief Executive

Summary

This report provides the Board with a detailed summary of the performance of Trust services for the period October to December 2015 and highlights any significant aspects of performance for Trustees' consideration.

1. BACKGROUND

1.1 The attached East Ayrshire Leisure Performs report presents a detailed overview of the Trust's performance for the period October to December 2015.

2 REPORT HIGHLIGHTS/ISSUES

2.1 FINANCIAL PERFORMANCE

2.1.1 Overall financial performance shows better than budget performance, with a projected surplus of £191,180 at year end. Any significant variances within the detailed budget are highlighted and explained in the main report.

2.2 ATTENDANCES/VISITOR NUMBERS

2.2.1 Both Sports and Community Venues and Culture and Countryside Services are showing generally stable attendances when compared to the same period in 2014. The explanations for any fluctuations are highlighted in the main report.

2.3 PEOPLE

2.3.1 Absence levels continue to be regularly monitored and reviewed. For 2015/16 absence is being recorded as the average number of days per employee. The 'acceptable' level or 'target' is 8 days per employee in a rolling 12 month period, the average for the October to December 2015 period was 1.37 days per employee.

2.4 HEALTH AND SAFETY

2.4.1 There were no major Health and Safety issues reported between October to December 2015.

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Board:

- i. Approve the East Ayrshire Leisure Performs report for October to December 2015; and
- ii. Otherwise note the content of this report.

Signature:

A handwritten signature in black ink, appearing to be "J. Gill", is written over the signature line.

Designation: Chief Executive

Date: 16 February 2016



East Ayrshire Leisure Performs

Oct – Dec 2015



Financial Performance.....	Page 3
▪ Income & Expenditure - by Service	
External Funding.....	Page 18
Attendance.....	Page 20
▪ Attendance/visits/lets by facility	
People.....	Page 26
▪ Absence	
▪ Reasons for Absence	
▪ Grievance/Disciplinary	
▪ Causes of Absence by Section	
Customers.....	Page 31
▪ Complaints	
▪ Suggestions	
▪ Comments	
Freedom of Information.....	Page 35
Insurance Claims.....	Page 35
Forthcoming Business Initiatives.....	Page 36
Risk Register.....	Page 42
Capital Programme Projects.....	Page 51
Event Programme.....	Page 53
Progress Against 2015/16 Action Plan.....	Page 56
Health & Safety.....	Appendix I



FINANCIAL PERFORMANCE TO 31.12.15

Performance & Audit Sub Committee
2015/16 EAST AYRSHIRE LEISURE BUDGET
AS AT 31st DECEMBER – PERIOD 9
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 31st December 2015 is a favourable surplus of £191,180 and it is envisaged that this will be utilised to assist in the management of the 2016/17 budget and to facilitate delivery of future service provision and development initiatives. There are further variances within Income and Expenditure, these are closely monitored and managed within the Service - detailed analysis provided below.

TABLE A – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Service Area

TABLE B – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Subjective Level

TABLE C – Income Position for East Ayrshire Leisure analysed by Service Area

TABLE D – Expenditure Position for East Ayrshire Leisure analysed by Service Area

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
406,880	753,228	CHIEF EXECUTIVE & CENTRAL SUPPORT	680,700	389,421	57%	572,390	(108,310)
228,424	315,864	MARKETING & DEVELOPMENT	314,980	254,916	81%	330,500	15,520
2,220,683	3,032,847	CULTURAL & COUNTRYSIDE	3,219,750	2,145,972	67%	3,116,360	(103,390)
50,295	74,834	Cultural & Countryside Management	65,840	51,228	78%	67,640	1,800
206,814	289,320	Collection Care	302,940	192,182	63%	292,940	(10,000)
248,002	375,042	Cultural Development	456,630	288,623	63%	437,630	(19,000)
343,690	498,470	Countryside Development	499,510	354,198	71%	499,510	0
1,002,822	1,397,370	Libraries	1,543,040	992,425	64%	1,429,490	(113,550)
(7,772)	(11,243)	Bar & Catering	(19,550)	(16,732)	86%	(17,090)	2,460
376,832	409,054	Palace Complex	371,340	284,048	76%	406,240	34,900
998,139	1,614,272	SPORT & COMMUNITY VENUES	1,755,330	940,418	54%	1,745,330	(10,000)
389,386	562,258	Sport & Community Management	580,450	349,761	60%	551,780	(28,670)
41,407	95,174	Area 1 (incl AAA)	120,520	59,847	50%	125,520	5,000
98,688	138,830	Area 2 (incl Bellfield CC)	105,260	69,093	66%	150,080	44,820
195,725	266,982	Area 3 (incl Auchinleck/Loudoun)	312,510	189,581	61%	289,600	(22,910)
151,827	262,314	Area 4 (incl Mauchline GH)	308,420	155,873	51%	267,650	(40,770)
20,122	(1,877)	Area 5 (incl Grange/St Josephs)	8,570	7,632	89%	18,570	10,000
57,657	172,836	Golf	162,180	89,104	55%	184,030	21,850
43,327	117,755	Community Venues	157,420	19,525	12%	158,100	680
3,854,126	5,716,211	TOTAL	5,970,760	3,730,728	62%	5,764,580	(206,180)
(4,446,960)	(6,109,380)	Management Fee	(5,917,180)	(4,496,420)	76%	(5,917,180)	0
(592,834)	(393,169)	TOTAL	53,580	(765,692)		(152,600)	(206,180)
0	0	Trs From Reserves	(53,580)	(53,580)		(53,580)	0
0	21,620	Designated Funds	0	0		15,000	15,000
0	80,000	Trs To Reserves	0	0		0	0
(592,834)	(291,549)	TOTAL (after transfer to reserves)	0	(819,272)		(191,180)	(191,180)

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
(1,309,962)	(2,203,986)	Income From Charitable Activities	(1,760,730)	(1,356,548)	77%	(1,807,383)	(46,653)
(4,446,960)	(6,109,380)	Management Fee	(5,917,180)	(4,496,420)	76%	(5,917,180)	0
(5,756,922)	(8,313,366)	TOTAL INCOME	(7,677,910)	(5,852,968)	76%	(7,724,563)	(46,653)
3,874,724	5,316,121	Employee Costs	5,575,970	3,855,099	69%	5,328,350	(247,620)
34,159	62,278	Transport Costs	68,360	31,914	47%	75,970	7,610
420,515	900,560	Premises Costs	986,120	403,871	41%	1,008,070	21,950
748,574	1,112,843	Supplies & Services	988,260	726,269	73%	1,037,043	48,783
0	34,920	Financing Costs	0	0	0%	6,900	6,900
0	212,400	Support Costs	0	0	0%	0	0
86,116	281,075	Governance Costs	112,780	70,123	62%	115,630	2,850
5,164,088	7,920,197	TOTAL RESOURCES EXPENDED	7,731,490	5,087,276	66%	7,571,963	(159,527)
(592,834)	(393,169)	NET POSITION	53,580	(765,692)		(152,600)	(206,180)
0	0	Trs From Reserves	(53,580)	(53,580)		(53,580)	0
0	21,620	Designated Funds	0	0		15,000	15,000
0	80,000	Trs To Reserves	0	0		0	0
(592,834)	(291,549)	TOTAL (after transfer to reserves)	0	(819,272)		(191,180)	(191,180)

TABLE C – INCOME POSITION

Revised Actual Income To 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Income To 31/12/15	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
(1,938)	(260,701)	CHIEF EXECUTIVE & CENTRAL SUPPORT	(2,000)	(5,259)	263%	(7,100)	(5,100)
0	(1,500)	MARKETING & DEVELOPMENT	0	(1,560)		(1,560)	(1,560)
(308,742)	(574,542)	CULTURAL & COUNTRYSIDE	(495,670)	(405,325)	82%	(559,883)	(64,213)
	0	Cultural & Countryside Management	0	0		0	0
(33,031)	(38,544)	Collection Care	(4,950)	(7,013)	142%	(7,015)	(2,065)
(29,188)	(32,319)	Cultural Development	(21,710)	(41,497)	191%	(41,498)	(19,788)
(61,966)	(68,080)	Countryside Development	(53,130)	(54,483)	103%	(60,680)	(7,550)
(45,426)	(112,444)	Libraries	(106,490)	(49,773)	47%	(107,970)	(1,480)
(30,599)	(48,970)	Bar & Catering	(66,400)	(70,093)	106%	(84,000)	(17,600)
(108,532)	(274,185)	Palace Complex	(242,990)	(182,465)	75%	(258,720)	(15,730)
(999,282)	(1,367,242)	SPORT & COMMUNITY VENUES	(1,263,060)	(944,405)	75%	(1,238,840)	24,220
(21,426)	(35,987)	Sport & Community Management	(57,910)	(37,513)	65%	(57,910)	0
(152,381)	(246,243)	Area 1 (incl AAA)	(240,090)	(171,170)	71%	(235,090)	5,000
(94,946)	(103,709)	Area 2 (incl Bellfield CC)	(88,570)	(58,596)	66%	(72,750)	15,820
(129,890)	(197,125)	Area 3 (incl Auchinleck/Loudoun)	(196,130)	(163,830)	84%	(216,130)	(20,000)
(97,332)	(128,701)	Area 4 (incl Mauchline GH)	(107,250)	(75,134)	70%	(96,860)	10,390
(152,931)	(236,538)	Area 5 (incl Grange/St Josephs)	(231,550)	(158,007)	68%	(216,550)	15,000
(231,975)	(237,553)	Golf	(156,560)	(157,536)	101%	(157,750)	(1,190)
(118,401)	(181,386)	Community Venues	(185,000)	(122,618)	66%	(185,800)	(800)
(1,309,962)	(2,203,985)	TOTAL	(1,760,730)	(1,356,548)	77%	(1,807,383)	(46,653)
(4,446,960)	(6,109,380)	Management Fee	(5,917,180)	(4,496,420)	76%	(5,917,180)	0
(5,756,922)	(8,313,365)	TOTAL	(7,677,910)	(5,852,968)	76%	(7,724,563)	(46,653)

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
408,819	1,013,929	CHIEF EXECUTIVE & CENTRAL SUPPORT	682,700	394,680	58%	579,490	(103,210)
228,424	317,364	MARKETING & DEVELOPMENT	314,980	256,475	81%	332,060	17,080
2,529,424	3,607,391	CULTURAL & COUNTRYSIDE	3,715,420	2,551,297	69%	3,676,243	(39,177)
50,295	74,834	Cultural & Countryside Management	65,840	51,228	78%	67,640	1,800
239,845	327,864	Collection Care	307,890	199,195	65%	299,955	(7,935)
277,190	407,361	Cultural Development	478,340	330,121	69%	479,128	788
405,656	566,550	Countryside Development	552,640	408,681	74%	560,190	7,550
1,048,248	1,509,814	Libraries	1,649,530	1,042,199	63%	1,537,460	(112,070)
22,826	37,728	Bar & Catering	46,850	53,361	114%	66,910	20,060
485,364	683,240	Palace Complex	614,330	466,513	76%	664,960	50,630
1,997,421	2,981,515	SPORT & COMMUNITY VENUES	3,018,390	1,884,823	62%	2,984,170	(34,220)
410,814	598,245	Sport & Community Management	638,360	387,274	61%	609,690	(28,670)
193,788	341,417	Area 1 (incl AAA)	360,610	231,018	64%	360,610	0
193,634	242,539	Area 2 (incl Bellfield CC)	193,830	127,690	66%	222,830	29,000
325,614	464,108	Area 3 (incl Auchinleck/Loudoun)	508,640	353,411	69%	505,730	(2,910)
249,157	391,015	Area 4 (incl Mauchline GH)	415,670	231,007	56%	364,510	(51,160)
173,053	234,661	Area 5 (incl Grange/St Josephs)	240,120	165,640	69%	235,120	(5,000)
289,633	410,389	Golf	318,740	246,640	77%	341,780	23,040
161,728	299,141	Community Venues	342,420	142,143	42%	343,900	1,480
5,164,088	7,920,199	TOTAL	7,731,490	5,087,276	66%	7,571,963	(159,527)
		Management Fee					0
5,164,088	7,920,199	TOTAL	7,731,490	5,087,276	66%	7,571,963	(159,527)

CHIEF EXECUTIVE & CENTRAL SUPPORT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	CHIEF EXECUTIVE & CENTRAL SUPPORT	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(1,938)	(260,701)	Income From Charitable Activities	(2,000)	(5,259)	263%	(7,100)	(5,100)	Favourable variance mainly relates to Bank Interest Received
(4,446,960)	(6,109,380)	Management Fee	(5,917,180)	(4,496,420)	76%	(5,917,180)	0	
(4,448,898)	(6,370,081)	TOTAL INCOME	(5,919,180)	(4,501,679)	76%	(5,924,280)	(5,100)	
341,053	442,106	Employee Costs	548,070	328,730	60%	483,430	(64,640)	Discussions are underway with East Ayrshire Council to review the SLA and it is envisaged that additional costs may be required as we identify different ways of operating.
0		Transport Costs	0	0		0	0	
21,523	7,655	Premises Costs	11,300	11,175	99%	11,600	300	
27,527	66,662	Supplies & Services	101,250	36,563	36%	59,530	(41,720)	Discussions are underway with East Ayrshire Council to review the SLA and it is envisaged that additional costs may be required as we identify different ways of operating.
		Financing Costs	0	0		0	0	
	212,400	Support Costs	0	0		0	0	
18,716	289,607	Governance Costs	22,080	18,213	82%	24,930	2,850	
408,819	1,018,430	TOTAL RESOURCES EXPENDED	682,700	394,680	58%	579,490	(103,210)	
(4,040,079)	(5,351,651)	NET POSITION	(5,236,480)	(4,106,999)	78%	(5,344,790)	(108,310)	
	(4,500)	Trs From Reserves					0	
		Designated Funds					0	
	80,000	Trs To Reserves					0	
(4,040,079)	(5,276,151)	TOTAL (after transfer to reserves)	(5,236,480)	(4,106,999)	78%	(5,344,790)	(108,310)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	MARKETING & DEVELOPMENT	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
0	(1,500)	Income From Charitable Activities	0	(1,560)		(1,560)	(1,560)	
		Management Fee					0	
0	(1,500)	TOTAL INCOME	0	(1,560)		(1,560)	(1,560)	
140,987	200,215	Employee Costs	230,970	172,390	75%	230,970	0	
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
87,437	127,148	Supplies & Services	84,010	84,085	100%	101,090	17,080	Additional marketing activities undertaken to widen audience reach and establish brand recognition
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	0	0		0	0	
228,424	327,363	TOTAL RESOURCES EXPENDED	314,980	256,475	81%	332,060	17,080	
228,424	325,863	NET POSITION	314,980	254,916	81%	330,500	15,520	
	(10,000)	Trs From Reserves	(33,140)	(33,140)		(33,140)	0	
	21,620	Designated Funds					0	
		Trs To Reserves					0	
228,424	337,483	TOTAL (after transfer to reserves)	281,840	221,776	79%	297,360	15,520	

CULTURAL & COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	CULTURAL & COUNTRYSIDE	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(308,742)	(574,542)	Income From Charitable Activities	(495,670)	(405,325)	82%	(559,883)	(64,213)	General performance improvement across income generating activities
		Management Fee					0	
(308,742)	(574,542)	TOTAL INCOME	(495,670)	(405,325)	82%	(559,883)	(64,213)	
1,872,877	2,553,410	Employee Costs	2,679,710	1,875,865	70%	2,510,380	(169,330)	<p>Major savings have accrued due to Service Review, which although not implemented at this time, will be for 1st April 2016. Examples of non-recurring savings include:</p> <ul style="list-style-type: none"> • Closure of three libraries has been projected to save 35K on Staff costs till March 2016 • Reduced spend on national Insurance and Super-annuation costs of 70K at Libraries; £12k Collection care/Countryside • Casual Staff special pay reduces across Libraries by 22K • Cultural Development saving of 38K due to staff leaving and delay in reappointing. • Staff leaving in libraries has meant our basic pay costs have reduced by approx. 40K and in addition a vacant post has accrued £45K savings

21,238	32,134	Transport Costs	46,680	22,068	47%	36,640	(10,040)	Reduced mobile library operations due to ongoing maintenance issues.
127,455	323,591	Premises Costs	401,250	166,971	42%	422,500	21,250	Additional landscape costs at country park - £8K • Allocated £7.5k to Dick Institute. This will help us to achieve increased grading from 3 – 4 stars.
474,155	688,871	Supplies & Services	542,780	462,533	85%	654,823	112,043	Spend on health and safety equipment for Palace - 11K • Increase software licencing for Libraries by 15k (new management system) • Increase new book purchase by 15k. • Collection Care allocated 10K to upgrade www.futuremuseum.co.uk • Allocated 10K for Palace signage upgrade. • Implementation of Housebound service £3K • Upgrade our bank on monitors for exhibition display at Cultural Development 8K • 3k purchase of additional fridges/ice machine for bars.
	34,920	Financing Costs	0	0		6,900	6,900	• Quad bike depreciation costs 3.4K for DCCP • Housebound van projection of 3.5K for Libraries
		Support Costs	0	0		0	0	
33,700	45,913	Governance Costs	45,000	23,860	53%	45,000	0	
2,529,425	3,678,839	TOTAL RESOURCES EXPENDED	3,715,420	2,551,297	69%	3,676,243	(39,177)	
2,220,683	3,104,297	NET POSITION	3,219,750	2,145,972	67%	3,116,360	(103,390)	
	(71,450)	Trs From Reserves	(11,240)	(11,240)		(11,240)	0	
		Designated Funds					0	
		Trs To Reserves					0	
2,220,683	3,032,847	TOTAL (after transfer to reserves)	3,208,510	2,134,732	67%	3,105,120	(103,390)	

SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	SPORT & COMMUNITY VENUES	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(999,282)	(1,367,242)	Income From Charitable Activities	(1,263,060)	(944,405)	75%	(1,238,840)	24,220	
		Management Fee					0	
(999,282)	(1,367,242)	TOTAL INCOME	(1,263,060)	(944,405)	75%	(1,238,840)	24,220	Reduction in synthetic grass pitch booking at Grange Leisure Centre by Kilmarnock Football Club and reduction in lets within Community Venues including Darvel Town Hall and Bellfield Community Centre
1,519,807	2,120,390	Employee Costs	2,117,220	1,478,114	70%	2,103,570	(13,650)	Reduction in delivery of programmes/activities during the festive period.
12,921	29,916	Transport Costs	21,680	9,846	45%	39,330	17,650	Costs related to golf course equipment repairs and winter overhaul prior to new season commencing. Also includes an amount to cover any additional security measures required after break in
271,537	569,542	Premises Costs	573,570	225,725	39%	573,970	400	
159,455	230,162	Supplies & Services	260,220	143,087	55%	221,600	(38,620)	Comprehensive servicing of gym equipment in 2014/2015 with limited repairs in 2015/2016. Management actions taken in regards to renewal of sports equipment and hiring of equipment by users and groups.
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
33,700	45,004	Governance Costs	45,700	28,051	61%	45,700	0	
1,997,420	2,995,014	TOTAL RESOURCES EXPENDED	3,018,390	1,884,823	62%	2,984,170	(34,220)	
998,138	1,627,772	NET POSITION	1,755,330	940,418	54%	1,745,330	(10,000)	
	(13,500)	Trs From Reserves	(9,200)	(9,200)		(9,200)	0	
		Designated Funds				15,000	15,000	relating to Annanhill Equipment
		Trs To Reserves					0	
998,138	1,614,272	TOTAL (after transfer to reserves)	1,746,130	931,218	53%	1,751,130	5,000	

RESERVES

BALANCE SHEET AS AT 31 MARCH 2015										
Fixed Asset Reserve	52,360									
Current Asset Reserve	<u>754,380</u>									
Unrestricted Reserves		806,740								
Restricted Reserves		78,409								
Pension Reserve		(2,682,000)								
TOTAL RESERVES		<u>(1,796,851)</u>								
ALLOCATION OF UNRESTRICTED RESERVES										
	31 MAR 15	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES	
FIXED ASSET RESERVE	52,360					52,360				
RETAINED RESERVES	400,000					400,000	Financial Reserves Policy 26 February 2014			
COMMITTED RESERVES:-										
Central Support Administration Resources	20,000					20,000	14 July 2015 Board	Ongoing	Will be used to support creation of 2 * temp Clerical post for 6 months	
Marketing & Development Staff	45,380			33,140		12,240	14 July 2015 Board	Ongoing	Staff extended until 31st March 16	
Marketing - Additional Facilities	7,000					7,000	14 July 2015 Board	Ongoing	Focus on Auchinleck Boswell marketing initially, approx 1k spend committed	
Graphic Design Support	20,000					20,000	14 July 2015 Board	Ongoing	Will be used to support creation of Visual Communications Assistant - 1yr post to be advertised late Oct 15	

Libraries Fit Out	60,000			60,000	14 July 2015 Board	Ongoing	Dick Institute £40k, Newmilns £10k, Mauchline £10k
Wi-Fi Provision - Phase I	56,000	32340		23,660	14 July 2015 Board	Ongoing	Wifi roll out currently in place and due for completion end of November
Palace Theatre - stage hoist repair/upgrade	22,000	11240		10,760	14 July 2015 Board	Ongoing	Hoist now commissioned
Dick Institute/Palace Complex Programme Development	10,000			10,000	14 July 2015 Board	Ongoing	Programme Planned for January/February/March aimed at young people and day time use.
DCCP Security Fence	15,000	15000		0	14 July 2015 Board	Cancelled	The fence will not now be required as this will form part of contractors compound during works period.
Annanhill Golf Course - Staff Welfare Facilities	38,000			38,000	19 August 2014 Board	Ongoing	Expected completion date Feb 2016
Annanhill Golf Course - 4th Green	20,000			20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration
Annanhill Golf Course - Maintenance Equipment	26,000			26,000	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine delivered. Will be drawn down at year end to cover depreciation.
Fireworks Display	15,000	9200		5,800	14 July 2015 Board	Complete	Contribution required £9,200 balance released as uncommitted
Fireworks Display		5800		-5,800			
TOTAL COMMITTED RESERVES	354,380			253,460			
UNCOMMITTED RESERVES		-20800		20,800			£15k from DCCP Security Fence + £5,800 from Fireworks
UNRESTRICTED RESERVES	806,740			726,620			
RESTRICTED RESERVES	78,409	(1,178)	3,023	13780			62,784
PENSION RESERVE	(2,682,000)			(2,682,000)			
TOTAL RESERVES	(1,796,851)			(1,892,596)			

GENERAL PROJECTS

General Projects are multi-annual projects involving funding from external partners. These projects are not included in the Financial Monitoring reports.

Project	Partners	Balance b/f 01.04.15	Balance at 31.12.15	Expected Completion Date
Textile Team	Donations	(£1,114)	(£677)	Ongoing
Unsigned Unlimited	Creative Scotland	(£4,211)	(£361)	March 2016
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,639)	(£24,571)	March 2016
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,586)	(£4,586)	Ongoing
Deep Roots	East Ayrshire Leisure Trust	(£1,506)	(£1,548)	Dec 2015
Scotland Creates	National Museums Scotland	(£15,325)	(£15,325)	Ongoing
WWI	East Ayrshire Leisure Trust	(£2,021)	(£839)	March 2015, extended to March 2016
Richter Engagement	National Galleries/Art Fund	£1,082	£1,808	March 2015, extended to March 2016
When We Are Young	Museums Galleries Scotland	£2,369	£129	March 2016
Training in New Technologies (TINT)	SLIC	(£10,000)	(£5,849)	March 2016
Keir Hardie	HLF	£0	£552	March 2016
Still Future II	Creative Scotland	£0	(£7,500)	Sept 2016
Countryside Festival	Awards For All	£0	(£2,161)	March 2016

Textile Team is a team of volunteers that were originally funded by HLF to carry out restoration and repair of textiles. The remaining funding supports the group to continue with its work.

Unsigned Unlimited is project funded by Creative Scotland to help young people to network and perform and learn about the music industry. The young people in the project often feature in our event programme.

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism. This budget will be used to enhance the music programming at Palace and Grand Hall during 15/16.

Ayrshire Libraries Forum is a network partnership of the three Ayrshire councils, Ayrshire NHS, school, prison and higher education libraries to be used towards the upkeep of Ayrshire Working Lives website.

Deep Roots received funding from HLF and EventsScotland to support our Homecoming 2014 project for Dean Castle and Country Park. The project included two major events/education programmes in October/November, tree planting programme for the creation of the Boyd Wood and new exhibition about the Boyds at the Castle. This was a highly successful project and balance of funds will be used to support the Boyd wood development.

Scotland Creates (Legacy of Lace) received funding from National Museums Scotland on behalf of the Esmee Fairbairn Foundation, to engage young people in museums through development of exhibitions and associated events. This project is ongoing

World War I project received funding from Lottery Funding to help school pupils to research, record and interpret East Ayrshire's Museum, Library and Archive collections relating to WWI and specifically Ayrshire's experience of the war. A full educational programme based around the collections, together with an exhibition at the Baird Institute and digital archive, will be created.

The Richter Engagement programme is funded by the Artfund to allow young people between the ages of 14 and 25 to participate in a high quality out-of-school visual arts activity, working alongside three artists to investigate Richter's work and develop their own new work inspired by the exhibition.

When We Are Young was a successful exhibition and event programme that took place at The Baird and received funds from HLF to develop and deliver the exhibition and workshop programme.

Training in New Technologies project is funded by the Scottish Library and Information Council to train Library staff in new technologies such as tablet, smartphones and iPads. Once trained, the library staff will be equipped to assist customers in making the most of their own devices.

Keir Hardie funding (HLF) used to support the exhibition and talk programme and digitisation of Keir Hardie collections.

Still Future II is new exhibition featuring the work of nine Scottish artists. It has received funding from Creative Scotland and will result in a major new exhibition at the Dick during January 2016.

The 2015 East Ayrshire Countryside Festival received £10,000 from Awards for All to promote healthy outdoor activities throughout East Ayrshire. The project included a number of structured walks, walking festivals, cycling events, evening talks and large scale community events. The aim of the project was to target community integration and promote sustainable healthy lifestyles. The Countryside Festival attracted over 5,000 participants over a 4 week period.



**EXTERNAL FUNDING
(OCTOBER - DECEMBER 2015)**

EXTERNAL FUNDING INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2015/16
Culture and Countryside	Darvel Chair Acquisition - National Fund for Acquisitions	£250	
TOTAL		£250	£0



ATTENDANCE

Various means are employed to collect customer numbers within venues.

Culture and Countryside Services employ the use of electronic counters, hand held counters and information from the box office and booking system to compile visitor figures. The methodology for gathering data across museums and libraries was agreed with Internal Audit after a detailed study was carried out of usage patterns. All Cultural venues are subject to audit processes in line with national guidelines.

Dean Castle Country Park multiplies throughput at the Visitors Centre by three to provide an estimate to determine the overall attendance at the park.

Sports venues log attendance through the cash registers and transfer this information onto a spread sheet, whilst a count is compiled of all bookings at community venues and football parks. Golf rounds are logged by starters at golf courses and there is a sign-in book used at Patna Golf Club for times when no starter is present.

Services within East Ayrshire Leisure have a consistent approach to collecting user data, which enables them to measure on-going trends.

As an integral part of the development of the reporting mechanism for usage managers will be expected to highlight the reasons for a 10% or above variance in attendance at any facility. If it is a positive variance then this may help managers identify potential markets that can be developed in other facilities.

CULTURE & COUNTRYSIDE

Facilities	Oct - Dec 2015	Oct - Dec 2014	Comments
Baird Institute	219	407	Previous year benefited from the WWI workshop programme that supported 16 school workshops.
Burns House Museum	252	339	The Burns House Museum was closed during the period from mid-October until mid-December for refurbishment and installation of library.
Burns Monument Centre	2029	2318	This has been a period of transition as we introduce a new staff team and way of working with Ayrshire Archives, which has recently been restructured. It is envisaged that usage will increase as new programmes are introduced.
Cumnock Town Hall	3080	-	Counter has now been introduced.
Dean Country Park	240004	248454	Within Tolerance
Dean Castle Museum	3021	1880	The Waterloo 200 exhibition has proved extremely popular this year. 2014 also saw closures due to building safety issues and building works.
Dick Institute	32071	28283	The Vikings Guide to Deadly Dragons exhibition has proven to be very popular with families and has increased number of visitors.
Doon Valley Museum	337	386	The exhibition was developed by the local community and has unfortunately led to a reduction in numbers from previous year.
Palace Theatre/Grand Hall	63225	78217	Attendances for music events have been good, however, 3 regular weekly bookings no longer use the Grand Hall.
Auchinleck Library	6297	5175	Additional events and PC classes brought (almost 700) extra visitors to the library
Bellfield Library	2814	3115	Within Tolerance
Catrine Library	596	1096	Uncertainty over the library's future continues to affect visitor numbers. This library will close permanently during February 2016.
Crosshouse Library	2307	2358	Within Tolerance
Cumnock Library	4057	4810	Reduced number of events due to fewer jobseekers classes taking place.
Dalrymple Library	1963	2091	Within Tolerance
Darvel Library	3335	3235	Within Tolerance

Drongan Library	3369	3077	Within Tolerance
Galston Library	2963	3058	Within Tolerance
Hurlford Library	3469	2002	This does not reflect other library usage statistics and counter is being checked. This library will close permanently during February 2016.
Kilmaurs Library	1567	2914	Kilmaurs Library was permanently closed from 28 th November, therefore no visitor numbers for December are recorded.
Mauchline Library	2438	3941	Mauchline Library was closed briefly when it was moved to new premises in December. It has now been transferred to Burns House Museum, and figures for Burns House Museum and Library will be reported from January onwards.
Muirkirk Library	1578	1555	Within Tolerance
Newmilns Library	2495	2402	Within Tolerance
North Mobile Library	1031	1492	Bookbug Sessions are no longer carried out from the North Mobile. Additionally fewer Primary Class visits have contributed to a drop in visitor numbers.
Ochiltree Library	3100	1954	Additional Bookbug sessions and class visits led to an increase in visitors to library.
Patna Library	2745	2318	An increase in class visits brought extra visitors to the library.
South Mobile Library	459	897	The South Mobile was off road for 9 days and the service was provided from a transit van for a further 8 days in the period.
Stewarton Library	6551	7147	Within Tolerance
Total	397,372	399,058	

SPORT & COMMUNITY VENUES

Facilities	Oct - Dec 2015	Oct - Dec 2014	Comments
Annanhill Golf Course	2011	2781	6 days were lost over the period compared to last year, all of these in November. A significant wet spell affected what has otherwise been a positive year at Annanhill. Over 700 users were lost in November alone whereas usage in October increased by 100. November caused the major impact.
Patna Golf Course	107	168	Number of season ticket holders has decreased and the downward trend is also reflected in club membership. Severe weather in November has, like Annanhill, had a severe effect on use particularly at weekends with 60 users lost in that month alone.
Auchinleck Leisure Centre	13892	12026	There has been an increase in Fantastic Parties and Synthetic Grass pitch usage. There has also been an increase in attendances at Youth Club sessions as well as the number of children registered to our swimming lesson programme.
Ayrshire Athletics Arena	13169	12582	Within Tolerance
Catrine Games Hall	5970	5619	Within Tolerance
Doon Valley Leisure Centre	6969	5914	The introduction of a youth club as well as the Synthetic Grass Pitch usage has contributed to increased attendance. There has also been an increase in fitness suite usage and memberships sold. Swimming lesson attendances have also improved over this period.
Drongan Games Hall	2525	5532	Long term staff absence and large numbers of relief bank staff prevented consistency in October programme for children. A reduction in fitness activities usage. Youth club cancelled.
Gavin Hamilton Sports Centre	3915	4151	Within Tolerance
Grange Leisure Centre	47445	31340	Grange attendance figures have increased each month Oct-Dec through new bookings, additional school and community use and the facility also secured an additional Dance event in October.
Hunter Fitness Suite	9902	10278	Within Tolerance
Loudoun Leisure Centre	15342	14672	Within Tolerance
Mauchline Games Hall	4526	4798	Within Tolerance

Muirkirk Games Hall	2731	3476	A reduction in fitness activities attendances. Toddler session was cancelled due to funding ending.
Patna Games Hall	3371	3896	Reduction in adult fitness activities usage and adult football
Stewarton Sports Centre	28678	30655	Within Tolerance
St Joseph's Leisure Centre	30143	27195	The Braveheart Cycling Event is growing ever more popular each year with this year bringing in a record number of participants and spectators. The all day booking for this event covers various areas within the facility.
Total	190,696	153,418	

COMMUNITY HALL LETS

Facilities	Oct – Dec 2015	Oct - Dec 2014	Comments
Auchinleck Community Centre	310	-	Total number of lets, not per hour. No comparable data for 2014 as not our facility.
Bellfield Community Centre	990	1005	Within Tolerance
Darvel Town Hall	680	949	Pre 5s and Tiny Tots clubs were cancelled due to lack of interest and nursery provision within the area. A number of private functions, mainly birthday parties, have reduced compared to 2014
Fulton Hall	1121	1084	Community bookings remain largely the same although a Youth Club has be introduced on Thursday evenings.
Galston Community Centre	193	-	Total number of lets, not per hour. No comparable data for 2014 as not our facility.
Morton Hall	697	719	Within Tolerance
Stewarton Area Centre	786	653	Within Tolerance
Total	4082	4410	

FOOTBALL PITCHES & PAVILIONS LETS

Facilities	Oct - Dec 2015	Oct - Dec 2014	Comments
Barmill (Galston)	0	0	The following facilities have transferred over to community use during this period:
Bellfield (Kilmarnock)	0	6	
Bonnyton (Kilmarnock)	5	11	<ul style="list-style-type: none"> • Lugar/Logan Pitch Pavilion • Drongan Pitch and Pavilion
Cocklebie (Stewarton)	3	4	
Crookedholm	3	6	The following facilities have been declare surplus with no bookings accepted for the 2015-2016 football season:
Dean Park (Kilmarnock)	0	20	
Dunlop	0	0	
Fenwick	0	3	
Gavin Hamilton (Darvel)	0	0	
Jamieson Park (Newmilns)	9	5	
Knockentiber	9	5	
Morton Park (Kilmaurs)	0	0	
Newlands Drive (Kilmarnock)	1	3	
Portland Park (Galston)	4	7	
Riccarton (Kilmarnock)	4	3	<ul style="list-style-type: none"> • Bellfield Pitch and Pavilion • Dean Park Pitch and Pavilion • Kilmaurs Pitch and Pavilion • St Mary's Holm Pitch and Pavilion • Netherthird Pitch and Pavilion
Richardson Park (Hurlford)	7	19	
Scott Ellis (Kilmarnock)	17	28	
St Mary's Holm (Galston)	0	0	
Broomfield (Cumnock)	26	45	
Catrine	3	5	
Dalmellington	0	0	
Dalrymple	2	7	
Drongan	0	2	
Lugar/Logan	0	3	
Mauchline	4	9	
Merlin Park (Auchinleck)	4	8	
Netherthird	0	2	
New Cumnock	4	11	
Ochiltree	4	2	
Total	109	214	



PEOPLE

Absence measures are in line with that of East Ayrshire Council. The trigger for unacceptable levels of absence is now being calculated in days rather than as a percentage. Absence should be below 8 working days per employee in a rolling 12 month period. East Ayrshire Leisure will use this measure as well as the 'target' of 4% that was previously used to ensure an ongoing comparison is available. All employees are being supported and managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy.

The table below shows the total absence for the period 21/09/15 – 13/12/15 for East Ayrshire Leisure Trust.

Section	No of Employees	Total Work Days Lost	Total Work Days Available	Average Days Lost Per Employee	% Absence
Sport & Community Venues	89	141	4359	1.58	3.23
Culture & Countryside	114	141	5255	1.24	2.68
Marketing & Development	9	8	468	0.89	1.71
Central Support Unit	15	20	715	1.33	2.80
	227	310	10797	1.37	2.87

Short Term absence is defined as absence of at least one day and less than 28 calendar days. Long Term absence is defined as continuous absence from work of more than 28 calendar days.

Section	No of Employees	Short Term			Long Term		
		No of employees under 4 wks absence	Total Work Days Lost	Average Days Lost Per Employee	No of employees over 4 wks absence	Total Work Days Lost	Average Days Lost Per Employee
Sport & Community Venues	89	15	69	0.78	2	72	0.81
Culture & Countryside	114	15	39	0.34	3	102	0.89
Marketing & Development	9	2	8	0.89	0	0	0.00
Central Support Unit	15	5	20	1.33	0	0	0.00
	227	37	136	0.60	5	174	0.77

The table below gives a breakdown of how many days have been lost this quarter as per the specified categories of absence.

Reason For Absence	Lost Working Days
Angina/Heart	
Respiratory	42
Chronic Fatigue Syndrome	
Colds/Flu	28
Endocrine	
Gynaecological	
Headache/Migraine	
Injury Non Work	3
Musculo Skeletal	28
Neurological	6
Operations/Treatment/Recovery	49
Pregnancy Related	28
Skin Conditions	
Stomach/Abdominal	16
Stress - Work Related	4
Stress - Personal	
Stress - Work & Personal	52
Viral Infection	8
Workplace Injury	39
Other Reason	7
	310

As the acceptable level of absence is 8 working days lost in a 12 month rolling period, and for the purpose of quarterly reporting, East Ayrshire Leisure will use the level of 2 working days lost per quarter.

Breakdown of Short Term Absence by Service Unit

Sport & Community Venues – Short Term Absence 69 days

Stress – Work Related	4 days
Op/Treatment/Recovery	9 days
Stomach/Abdominal	7 days
Cold/Flu	7 days
Neurological	6 days
Viral Illness	8 days
Injury Non Work	3 days
Musculo-skeletal	23 days
Respiratory	2 days

Culture & Countryside - Short Term Absence 39 days

Stomach/Abdominal	5 days
Cold/Flu	13 days
Respiratory	17 days
Other	4 days

Marketing & Development – Short Term Absence 8 days

Cold/Flu	4 days
Stomach/Abdominal	4 days

Central Support Unit – Short Term Absence 20 days

Pregnancy Related	8 days
Cold/Flu	4 days
Musculo-skeletal	5 days
Other	3 days

Breakdown of Long Term Absence by Service Unit

Sport & Community Venues – Long Term Absence 72 days

Stress- Both Work & Personal	52 days
Pregnancy Related	20 days

Culture & Countryside - Long Term Absence 102 days

Op/Treatment/Recovery	40 days
Workplace Injury	39 days
Respiratory	23 days

GRIEVANCE

	Stage 1	Stage 2	Stage 3	Stage 4	Outcomes
Central Support	0	0	0	0	
Culture & Countryside	0	0	0	0	
Marketing & Development	0	0	0	0	
Sport & Community Venues	0	0	0	0	
Total	0	0	0	0	

DISCIPLINARY ACTION

	Cases	Outcomes
Central Support	0	
Culture & Countryside	0	
Marketing & Development	0	
Sport & Community Venues	0	
Total	0	



CUSTOMERS

There were a total of 594 comments received through the Marketing & Development Department during Oct - Dec 2015.

CUSTOMER FEEDBACK							
	Facility Complaints	General complaints	General comments	Positive comments	Research enquiries	Standard enquiries	Suggestions
Central Support		1				3	
Culture & Countryside	7	13	16	395	12	58	6
Marketing & Development							
Sport & Community Venues	5	6	24	30		17	1
Total	12	20	40	425	12	78	7

POSITIVE COMMENTS (Samples)	
Culture & Countryside	<p><u>Zany Zoo Party, Dick Institute</u></p> <p>“Very good. Child thoroughly enjoyed it. Staff very enthusiastic.”</p> <p><u>Imprint: Iain Banks Poetry</u></p> <p>“Very thought-provoking evening. Thoroughly enjoyed the opportunity to hear quality poetry. Thank you Imprint, poignant memories of Iain Banks.”</p> <p><u>EAYT 10th Anniversary</u></p> <p>“The show was fantastic and both kids had a ball. Thanks for your hard work to make our kids do their best and feel proud and more confident.”</p> <p><u>Despicable Dragons, DCCP</u></p> <p>“The girls had the best time - they were beside themselves to tell me all about it - it sounded brilliant!! Christine, Kate, Paddy & Neil-You are all wonderful! You put sooooo much effort into making the ghost walk such a fantastic event. East Ayrshire Council should be extremely proud of its Rangers! Huge thanks again”</p>

Sport & Community Venues	<p><u>Halloween Party, Auchinleck Leisure Centre</u></p> <p>“Great environment, good staff very friendly and helpful. Kids had a great time.”</p> <p><u>Christmas Party, St Joseph’s Leisure Centre</u></p> <p>“On behalf of SASAC committee, members’ children, we would like to thank you for all going smoothly on the day. We have had loads of emails thanking committee for organising another successful party, they all commented how good staff were and loved choice of castles offered, no exclusions for children. So if you can pass on thanks to fantastic staff on behalf of parents, committee. Well deserved!!!!”</p> <p><u>Grange Leisure Centre</u></p> <p>“The staff at the Grange Academy are absolutely first rate both in the manner in which they conduct themselves and their caring attitude towards their customers goes far beyond what is required.”</p> <p><u>Boot Camp, Doon Valley Leisure Centre</u></p> <p>“Love the Boot Camp. Great workout. Really hard work but well worth it.”</p>
--------------------------	---

GENERAL COMPLAINTS			
Category	Qty	Location	Department
Countryside maintenance	1	River Ayr Way (Restricted access)	Culture & Countryside
	1	DCCP (Animal enclosures)	
Events/activities/classes/tours/exhibitions	2	Stewarton Sports Centre (Class cancellations)	Sport & Community Venues
	1	Loudoun Leisure Centre (Lack of feedback from staff)	Sport & Community Venues
Fees/Fines/Charges	1	Boswell Centre (Additional charge applied)	Sport & Community Venues
	1	Box Office (Card fee)	Culture & Countryside
Online payments/bookings/box office	3	Online booking system	Culture & Countryside

Other	1	Scott Ellis Pavilion (Grass cuttings)	Sport & Community Venues
	4	Libraries (Closures)	Culture & Countryside
	2	DCCP (booking info & no response to query)	Culture & Countryside
	1	FOI request	Central Support & Marketing & Development
Staff	1	Dick Institute	Culture & Countryside
	1	Auchinleck Comm Centre	Sport & Community Venues
TOTAL	20		

FACILITY COMPLAINTS			
Category	Qty	Location	Department
Building Maintenance	1	DCCP (Cleanliness)	Culture & Countryside
	2	Doon Valley Leisure Centre (Cleanliness)	Sport & Community Venues
Car Parking	1	St Joseph's Leisure Centre	Sport & Community Venues
Equipment/resources	2	Palace Theatre (Seats)	Culture & Countryside
	1	Grange Leisure Centre (Bouncy Castle)	Sport & Community Venues
	1	Auchinleck Leisure Centre (Pitch)	Sport & Community Venues
	1	BMC / Dick Institute (Access to resources/lack of reply)	Culture & Countryside
Other	3	Palace Theatre (Bar)	Culture & Countryside
TOTAL	12		

Freedom of Information

East Ayrshire Leisure are required to submit statistical information to the Scottish Information Commissioner on a quarterly basis. The summary of the number and type of submissions are detailed below:-

Topic	Requests
Freedom of Information Requests	3
Environmental Information Requests	0
Data Protection Requests	0
Total	3

Insurance Claims

During the period, 1 claim was concluded; this was denied.

2 claims are ongoing.



FORTHCOMING BUSINESS INITIATIVES

Section	Forthcoming Initiative	Start Date	End Date	Comments/Notes
Central Support	Premise 1 st Aid Risk Assessments	July 2015	March 2016	Co-ordinate staff training programme based on guidance document.
	Self-Assessment Audit	January 2016	March 2016	Phase 3 – Develop Individual Action Plans.
	Training Matrices	January 2016	March 2016	Implementation of new Training matrices.
	Debt Recovery Policy	January 2016	March 2016	Draft report being prepared for presentation to Board.
	Volunteering Policy	January 2016	Ongoing	Implementation of approved Framework by Team Leaders.
	Review of Communication Systems	October 2015	March 2016	Review the systems used by CSU to communicate with employees to ensure effective information distribution.
	Develop Customer Service Training	January 2016	March 2016	Develop an e-learning module for front line staff in conjunction with Marketing and Development and Organisational Development.
	Develop VAT Training	January 2016	March 2016	Develop an e-learning module in conjunction with Organisational Development to increase staff awareness.
	Introduce annual CSU Site Audits	January 2016	March 2016	Undertake site visits ensuring systems and procedures are being adhered to.
Culture & Countryside	Installation of public access WiFi in Libraries	May 2015	March 2016	The Dick Institute, Palace Complex, Cumnock Library, Galston Library, Stewarton Library now have WiFi installed. Wifi is currently being installed at Auchinleck Boswell Centre, Crosshouse Community Library and Darvel Library.

				Patna and Burns House Museum & library to follow with Cumnock Town Hall under consideration dependent on cost. AAA has experienced problems and BT is currently investigating line connection.
	Transfer of the Library Management System from server-based to Software-as-a-Service	May 2015	March 2016	Tender has been awarded and installation programme planned. Still ongoing discussions with EAC IT to facilitate smooth transition.
	Dick Institute Library capital development plan	2016	Ongoing	Develop and deliver refurbishment proposals for Dick Institute.
	Implement staff review	Sept 2015	March 2016	Complete evaluation process and implement.
	East Ayrshire Landscape Partnership	May 2015	May 2018	An area wide landscape improvement project in partnership with community, voluntary, landowning and non-governmental groups.
	Dean Castle and Country Park Development Programmes	June 2015	July 2021	Delivery stage of the HLF Parks for People and submit Stage 2 for castle.
	Upgrade to Library online catalogue	August 2015	December 2015	Catalogue upgrade linked to new software developments re Library Management System
	Kilmarnock Green Infrastructure Project	August 2015	June 2017	Partnership project with EAC and ARA to develop a 16 mile figure of eight cycle route in and around Kilmarnock

	South of Scotland Biological record Centre	October 2015	April 2017	Partnership project with Dumfries and Galloway, South Ayrshire and North Ayrshire Councils to develop a centre for maintaining biological records across the region. Subject to a HLF Transition Fund Grant
Marketing & Development	Development of e-learning Customer Service Module in conjunction with Central Support	January 2016	April 2016	Front of house staff guidance on customer service – what is required as an employee. Managers’ module to follow.
	Partnership working with UWS & Ayrshire College	January 2016	Ongoing	Work to establish projects for journalism & media students
	Development of Staff recognition scheme in conjunction with Central Support	January 2016	April 2016	Develop basis for scheme, work on establishing sponsorship/ support from external partners
Sport & Community Venues	Monitoring and ongoing staff training for booking system within Loudoun Leisure Centre	January 2016	March 2016	Implementation of new system and training of staff for new booking system at Loudoun Leisure Centre.
	Ongoing planning and wider S&CV team consultation for fitness programmes and activities.	January 2016	March 2016	Coordination and programming of fitness activities for January onwards which includes the recruitment and training of staff to deliver fitness classes/ activities at key facilities targeting young people and

				adults
	Decommissioning of Sport and Community Venue facilities as a result of Community Asset Transfers	January 2016	March 2016	Liaising with key East Ayrshire Council departments in the transfer of facilities to community groups and organisations
	Additional Sport and Community Venue Facilities	January 2016	March 2016	Ongoing training and support to staff who transferred from East Ayrshire Council to East Ayrshire Leisure. Discussion and planning with community associations on the programme of activities/ events on offer.
	Community Sports Hubs	January 2016	March 2016	Continuation of programme including the development of phase 2 for Auchinleck & Grange Community Sports Hubs. Ongoing implementation of hub plans for St Joseph's and Auchinleck Community Sports hubs including the planning for official launches at St Joseph's and Auchinleck.
	Pre-School Activities Consultation	January 2016	March 2016	Consultation of pre-school activities on offer and possible new activities with parents/guardians of pre-school children to market our "Active Tots" provision & meet the demand of sporting activities not currently offered.
	Child / Young people	January 2016	March 2016	Consultation to be carried out regarding the potential

	Consultation for facility membership.			launch of a child/young people's facility membership to tie in with the adult membership scheme.
--	---------------------------------------	--	--	--



RISK REGISTER

East Ayrshire Leisure will manage Risk in a proactive manner, by prioritising areas of concern and dealing with them continuously. The objectives of this audit are to identify areas of greatest concern, prioritising them and highlighting actions to address any weaknesses that are identified. The following audit will be used as an action plan for this purpose and should be completed on the following basis:

Risk - this column lists areas of major concern for the Trust that could damage its credibility or its ability to trade.

Risk rating - this column records the rating placed on each Risk, this is judged according to current knowledge and experience that the assessor has in the area of concern and may be altered once specialists in the specific field have been consulted, The score should range from 0 (lowest risk) to 5 (highest risk). Risk ratings should consider both the likelihood and impact of the risk.

Priority - the assessor should indicate whether actions on the Risk are urgent or not using the indicators of **high, medium or low**.

Reason for risk rating and priority - the assessor should explain why the Risk exists and if appropriate why the Priority indicator has been assessed at the level set against each Risk.

Strengths/Weaknesses/Actions - The assessor should identify systems and processes that are in place to reduce the risk and/or weaknesses that enhance the risk and any associated actions that can/will be put in place.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
East Ayrshire Leisure				
Shortfall in forecast NNDR relief	3	L	NNDR relief processes are now complete. Re-submission will be required in 5 years time.	<p>Strengths: Expert assistance available from East Ayrshire Council's Estates Management team to argue the case.</p> <p>Weaknesses: Little direct control over the process, or the timescales involved.</p> <p>Actions: Re-submission required in 5 years, no immediate action required.</p>
Reduction in service payments from EAC	5	H	This is an area of high risk as the Council, which provides the service payments to the Trust, is under severe pressures to reduce its overall spend. The Board has carried out detailed service reviews and has submitted savings proposals to meet the Council targets.	<p>Strengths: The Trust should be able to continue trading on a lower budget whilst providing reduced services and there are comprehensive Service Level Agreements in place which will be regularly reviewed to ensure that service delivery expectations match the available budget.</p> <p>Weaknesses: The Trust has limited resources available to it and would find it difficult to identify alternative funding sources or generate additional income to offset any reductions in Council funding.</p> <p>Actions: Funding regularly reviewed by Trust Board and continuous dialogue with East Ayrshire Council.</p>
Fraud and Misappropriation of Trust Resources	3	M	This is a medium risk area. The Trust is a new organisation and major misappropriation of the Trusts funds and assets could have a	<p>Strengths: The Trust is currently utilising the tried and tested systems and procedures of the Council, which have been developed in line with best practice</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
			considerable effect on the organisations ability to trade. However, the Trust has the protection of support from the Council in the medium term, which should ensure risk is well managed during the first 3 years of operation. The area is of medium priority as the Trust is adhering to the Accountancy Policy Bulletins of the Council and is compliant with the Council's Procurement policies. There is a likelihood that the risk will reduce in the short term as the organisation's systems are audited.	across the public sector. The Trust has the capability to benchmark with other well established Leisure Trusts to ascertain what providers of service and mechanisms are in the market place and tried and tested. Weaknesses: The current support is only guaranteed for a three year interim period from 1 st July 2013. Action: Start benchmarking process with other Leisure Trusts to ascertain which systems and methods they employ for the period beyond 2016.
Falling income levels due to the economic climate	4	H	The overall risk rating for this area is high as the ability of the Trust to generate income directly relates to the amount of income residents have at their disposal. In many respects Leisure is viewed as a luxury item and in times of economic downturn such items become a low priority to individuals and families. A reduction in the amount of income generated by the Trust will result in the organisation reducing its expenditure and investment in other areas to meet budget targets.	Strengths: The Trust will have the ability to develop new income streams and review charging policies. The Trust has a dedicated marketing team to support service development and delivery. Weaknesses: East Ayrshire Council have historically charged at the lower end for services in comparison with many other Scottish Leisure Service providers and steep increases may have an adverse effect on the reputation of the Trust and customer numbers. Actions: Ensure the Business Plan includes effective pricing strategies which have been developed to reflect Trust priorities.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Health and Safety Legislation, Standards and Procedures	3	M	In the short to medium term this area is rated as a medium risk as the Trust now has its own Health and Safety Officer (Properties), and support from the Council's Health and Safety Team.	<p>Strengths: Trust now has its own Health and Safety Manager (Properties) supported by EAC Health and Safety Team and adhere to the Councils safety standards. Managers trained to IOSH Managing Safely standard.</p> <p>East Ayrshire Leisure have initiated regular 6 weekly health and safety meetings attended by the Chief Executive EAC's Safety Advisor and key managers. The forum discusses key Health & Safety issues with a view to reducing risk wherever it is identified.</p> <p>Weaknesses: The current support is only guaranteed for a three year interim period from 1st July 2013.</p> <p>Actions: Benchmark with other leisure trusts to ascertain how their Health and Safety is managed.</p>
IT systems loss from any cause for an extended period	3	M	In the short to medium term this area is rated as a medium risk as the Trust is fully supported by the Councils Corporate Infrastructure Services.	<p>Strengths: Systems currently backed up by EAC Corporate Infrastructure and sufficient paper systems and telephony can be put in place to ensure business continuity.</p> <p>Weaknesses: The current support is only guaranteed for a three year interim period from 1st July 2013.</p> <p>Actions: Benchmark with other leisure trusts to ascertain how their IT is managed.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Loss of operational base(s)	3	L	This area is rated a medium risk as the Trust has sufficient facilities to relocate staff in an emergency. In some instances there would be service disruptions, however the organisation would be able to operate a service and relocate staff. It is a medium priority due to the fact that all services within the Trust have Business Continuity Plans in Place and on the whole these are still appropriate and functional.	<p>Strengths: Staff are able to relocate to alternative facilities and the short term use of other local facilities is feasibility in most cases.</p> <p>Weaknesses: An emergency situation may reduce the local services the Trust can offer; replacement facilities are not always available.</p> <p>Actions: A comprehensive review of Business Continuity Planning will be required after completion of the Asset Review.</p>
Loss of fleet/fuel supplies for any reason	3	M	<p>This is rated as a medium risk as the Trust has few vehicles and can hire in additional vehicles should faults occurs in the fleet. However, the Mobile Libraries are ageing and coming to the end of their useful life.</p> <p>Should supply of fuel not be available from current outlets the organisation can source other suppliers or if fuel supply is restricted programmes within facilities can be adjusted to ensure continuity of appropriate services. However, loss of fuel for an extended period may affect the ability of staff to attend their place of work.</p>	<p>Strengths: Readjustment of programming within facilities to ensure fuel is used sparingly is relatively straightforward.</p> <p>The trust has no major heavy goods vehicles and can hire in vehicles as necessary or seek alternative fuel providers.</p> <p>Weaknesses: The current Mobile Libraries are nearing the end of their useful life. The Trust's services may not be considered as a high priority in an emergency situation relating to fuel.</p> <p>Actions: Develop an alternative delivery plan to ensure local services can quickly adapt to any emerging situation.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Uninsured – Legal/Contractual Risk	2	L	This is a low area of risk as the Trust has comprehensive insurance against potential liabilities and adheres to the Councils APB's and Procurement directives.	<p>Strengths: Trust adheres to procurement protocols and APB's.</p> <p>Weaknesses: The current support is only guaranteed for a three year interim period from 1st July 2013.</p> <p>Actions: Benchmark with other leisure trusts to ascertain how legal and procurement processes are managed.</p>
Loss of experienced staff	2	L	This is a low risk as there are sufficient experienced staff within the Trust who can take on redundant roles or be trained to fill the requirements of vacated posts.	<p>Strengths: The Trust has a number of staff who are capable of adapting to various roles. Additional training can be accessed if and where necessary.</p> <p>Weaknesses: Voluntary Severance may be dictated by budget restrictions, rather than, operational requirements.</p> <p>Actions: Ensure a balanced approach is in place to ensure sufficient expertise is retained.</p>
Failure to comply with VAT requirements	2	L	This is a low risk as a great deal of work has been done to implement VAT requirements and our first external audit of accounts did not identify any VAT issues. Risk is of medium priority as staff new to the implications of VAT have time to gain experience in this area.	<p>Strengths: The Trust has access to the Council's VAT advisors. A number of Trustees and Trust staff have knowledge of VAT, which can be utilised by the organisation.</p> <p>Weaknesses: Little control over taxation.</p> <p>Actions: Continuous dialogue with VAT advisors.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Protection of children and vulnerable adults	3	L	This is a medium risk as there are systems in place such as Protection of Vulnerable Groups checks and stringent conditions of let in place. However, an adverse incident would damage the Trusts reputation. The priority is low due to the fact that there have been no major incidents in facilities, whilst the current administration systems have been in place.	<p>Strengths: Staff undergo Disclosure checks and spot checks are made on the documentation held by individuals/groups leasing facilities. Staff undergo PVG training and support from Council officials is available.</p> <p>Weaknesses: The Trust does not directly employ a dedicated PVG officer.</p> <p>Actions: Continually review current processes in conjunction with Council specialists.</p>
Loss or damage to historic collections or buildings	5	H	This is a high risk as the materials held and the historic buildings managed by the trust have immeasurable historic and cultural value. Loss or irreparable damage to this stock would have severe implications for the credibility of the Trust. It is of high priority that this area is addressed as current condition of buildings can be problematic.	<p>Strengths: The Trust has dedicated manager in place to ensure the collection and estate is managed appropriately. The Trust has an SLA with the Council and repairs are prioritised. Contractors carry appropriate insurance.</p> <p>Weaknesses: Repairs are carried out by a third party and there can be quality issues. Damaged items could be irreplaceable or irreparable.</p> <p>Actions: Continuous review of repair processes and dialogue with the Councils contract administrator.</p>
Loss of buildings or facilities due to bad weather, maintenance issues or any other cause	4	M	This area is a high risk as recent experience with bad weather and maintenance issues has shown that facilities can be lost for these reasons i.e. St Joseph's Leisure Centre SGP, Patna Library. While these closures do not	<p>Strengths: Most buildings are able to withstand poor weather. Maintenance standards are generally acceptable.</p> <p>Weaknesses: Some facilities have recurring problems during poor weather. Repairs and</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
			always mean loss of income, they do mean loss of service and inconvenience to customers.	maintenance programmes are the responsibility of the Council and have to be prioritised. Actions: Rationalisation of buildings will ensure that the condition of the retained stock of buildings will be improved. Regular liaison with EAC will ensure that Trust priorities are recognised and acted on.
Breach of Data Protection Act	4	M	This is an area of High risk as a number of high profile companies have recently had their secure data systems breached. It is an area of Medium priority as the Trust works within the systems of East Ayrshire Council, which to date has not suffered any such breaches.	Strengths: The Trust currently adheres to protocols of East Ayrshire Council. Weaknesses: Data us stored in a variety of ways including hard copy, computers and mobile phones. Actions: Regular consultation with Council Risk Manager and Corporate Infrastructure on development of secure systems of work.



CAPITAL PROGRAMME PROJECTS

Section	Name of Project	Cost of Project	Completion Date	Progress
Culture and Countryside	Burns House Museum	30K	January 2016	Work completed January 2016
Culture and Countryside	Cumnock Town Hall	1.2M	January 2016	Work completed January 2016
Culture and Countryside	DCCP Projects	10.2M	2021	Park element of project awarded funding and has moved to delivery phase. Castle Stage 2 bid submission for May 2016.



FORTHCOMING EVENT PROGRAMME

Section	Forthcoming Event	Dates	Comments/Notes
Culture & Countryside	Still Future I I	January - April	Major exhibition by several Scottish artists at the Dick Institute.
Sport & Community Venues	Launch of Roon the Toon 10k Event	12 January	Promotional event to officially announce the new 10k event that is scheduled for Sunday 12 June 2016.
Sport & Community Venues	Fitness and Family Fun Day	30 January	Open event for adults and children to promote what's on offer at Stewarton sports centre. Delivered in partnership with sport clubs and fitness instructors that operate from the centre.
Culture & Countryside	The Words of Keir Hardie	February - May	Exhibition at Doon Valley celebrating the life and words of Keir Hardie.
Culture & Countryside	Welcome to the Carnevil	4 February	Large scale performance from the Circus of Horrors - Palace Theatre.
Sport & Community Venues	Dance Competitions	7 and 28 February	These events are run by Dance Schools, competing in a variety of styles. Large attendances are expected at both – Grange Leisure Centre.
Sport & Community Venues	Hillbilly 10k Event	28 February	This event is run by Butterfly events and Doon Valley Leisure Centre has been booked to host it.
Culture & Countryside	World Book day event - Lin Anderson	3 March	Meet the Author event – Dick Institute

Culture & Countryside	Ten Good reasons Tour	9 March	Jason Donovan performs his debut album as part of National Tour – Grand Hall.
Culture & Countryside	Open Studios launch event	24 March	Dick Institute
Culture & Countryside	Spring festival	27 March	Annual festival at Dean Castle Country Park
Culture & Countryside	World Book Night event - Walking Theatre Company	23 April	Murder mystery event – Dick Institute
Sport & Community Venues	Classic Car Rally	8 May	Free event open to the public. A large variety of classic cars on display with several indoor exhibitions on throughout the day – St Joseph’s Leisure Centre.



PROGRESS AGAINST 2015/16 ACTION PLAN

CORPORATE

Aim CP1: To ensure that an effective partnership with East Ayrshire Council is in place							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES/ THEMES	PROGRESS
CP 1.1	Review existing Service and Finance and Service Level Agreement with EAC	Agreements are reviewed for implementation by April 2016	Agreements are fit for purpose	April 2015	EAC	Business Plan EAC Transformation Plan	Discussions underway with all Council Services
CP 1.2	To support the Council's Community Asset Transfer and Asset Rationalisation Programme	Scope of facility/service remit matches the available budget	Trust is a financially sustainable organisation	March 2016	EAC	EAC Transformation Plan	Ongoing. Board receives regular updates
Aim CP2: To set and meet budget and performance targets across the range of Trust Services							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 2.1	Business Plan to be approved by Board and Council	Business Plan agreed by both organisations	Business Plan in place and quarterly performance monitoring reports produced	March 2015 then quarterly reporting	EAC		Complete
CP 2.2	Team Plans developed for all service areas	Team / Individual plans in place	Effective management of resources and prioritisation	May 2015	N/A	Business Plan	Complete
Aim CP3: To advise EAC on Leisure, Culture and Countryside policies and strategies							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 3.1	To review all EAC policies and strategies relating to Leisure, Culture and Countryside Services	Develop a review timetable with EAC based on life of current policies and strategies	All policies and strategies up to date	March 16	EAC	Community Plan - underlying principles	Unlikely to be completed in 2015/16
Aim CP4: To ensure that the Board and the Mangement Team work effectively together							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 4.1	Board and Sub-Committee meet regularly	Regular programme of meetings takes place	Effective decision making and consideration of issues by the Board	Meeting programme agreed April 16	EAC Administration	Business Plan	Complete / Ongoing
CP 4.2	Trustee/Team Leader sessions organised	4 sessions to be organised during the year	Trustees knowledge of service areas developed	Programme agreed by May 15	N/A	Business Plan	Palace Complex meeting held.
CP 4.3	Review Trust Constitution	Constitution reviewed following publication of OSCR document	Constitution updated and meets OSCR requirements	September 2014	EAC	Business Plan	Complete 2014/15
Aim CP5: To ensure that Trust staff have the skills and knowledge to carry out their duties effectively							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 5.1	Carry out annual employee reviews in line with the East Ayrshire General Employee Review (EAGER) process	A minimum of 90% of staff have an individual or group EAGER carried out	Individual training/development priorities established	March 2016 completion	EAC	HR Policies	Annual update will be provided at the end of March 2016
CP 5.2	Regular, effective communication taking place between staff and Managers	Team meeting procedures in place Managers visit sites regularly	Effective Communication. Staff understand Trust's vision and values	March 2016	N/A	Business Plan	In place

Aim CP6: To minimise the environmental impact of the Trust's services							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 6.1	Review with EAC environmental efficiency targets for each building managed by the Trust	Set achievable targets for each facility	Reduced environmental impact of services and reduce costs	March 2016	EAC	Community Plan underlying principles	Initial discussions with EAC, unlikely to be completed in 2015/16
Aim CP7: To develop partnership working to support service delivery and improvement							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 7.1	Seek appropriate partnership working opportunities	Partnership options considered for new projects and service development	Effective partnership agreements in place wherever appropriate	March 2016	EAC / National Governing Bodies / Community Groups	Business Plan Community Plan underlying principles	Ongoing. New partnership with Ayrshire College being developed at DCCP and with M&D. New partnership also being developed with UWS and M&D
Aim CP8: To minimise risk to staff and public through effective risk management							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 8.1	Board to consider and approve Risk Register as part of Business Planning process	Risk Register agreed and reviewed regularly	Board has considered major risks and has appropriate plans in place to reduce them	April 2016	N/A	Business Plan	Complete. Board approves quarterly
CP 8.2	Health and Safety policies in place across the Trust	All staff have access to appropriate training information and guidance in health and safety matters	Staff are appropriately trained in Health and Safety management	March 2016	EAC External Training providers	Business Plan	Ongoing in partnership with EAC
Aim CP9: To maximise funding from external sources wherever possible							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 9.1	Ensure that opportunities for access to external funding are explored to support delivery and development	Options for external funding are identified and bids submitted	Additional finance support available for service delivery and development	March 2016	External funding bodies	Business Plan	Ongoing, bids reported to Board quarterly
Aim CP10: To effectively market, promote and develop Trust services							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 10.1	Marketing Plan approved by the Board and regularly reviewed	Marketing Plan reviewed annually by the Board	Effective programme in place to support service delivery and development	March 2016	N/A	Marketing Plan	Approved and progress reported
Aim CP11: To operate efficient and effective systems and procedures for finance, HR and administration							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 11.1	Develop and implement effective systems and procedures	Systems and procedures updated regularly to meet Trust requirements	Systems and procedures remain effective and appropriate to Trust needs	March 2016	EAC External Auditors		Ongoing. New improved procedures introduced across a range of services

CULTURE

Aim 1: To increase participation in cultural activity across East Ayrshire							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 1.1	Increase current levels of participation in workshops, events and programmes across cultural programmes.	Increase current participatory visits across cultural programmes during life of Business Plan using 2012/13 as baseline.	Increase current community engagement levels	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4, 5 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	Annual update will be provided at end March 2016.
CU 1.2	Maintain the number of school visits to cultural facilities	Maintain current levels of school visits across cultural programmes by during life of Business Plan using 2012/13 as baseline.	Maintain current level of engagement with cultural buildings and activities from young people.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4, 5 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	Annual update will be provided at end March 2016.
Aim 2: To maintain visitor/ audience/user numbers to our cultural facilities and events							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 2.1	Maintain visitor/audience/user numbers to all cultural facilities and events.	Design and deliver annual programmes of events/exhibitions/book buying strategies that can maintain visitor/audiences/user numbers across all our cultural facilities during life of plan from baseline of 2012/13.	An annual programme of events/exhibitions/workshops/reader development activities that utilise our cultural facilities and also ensure book stock is renewed annually delivered	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS, Book Trust	Promoting Lifelong Learning Outcome Agreement 3, 4 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	Annual update will be provided at end March 2016.
CU 2.2	Continue to invest in high profile exhibition and event programmes across our cultural venues.	Design and develop exhibitions, events and festivals that draw visitors/audiences into the area using 2012/13 as our baseline.	Profile of East Ayrshire is raised as an important cultural destination.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS, Book Trust	Promoting Lifelong Learning Outcome Agreement 3, 4 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	Exhibition /event programmes are planned and delivered on quarterly basis across each of our venues

Aim 3: To increase access to our collections

ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 3.1	Increase online access to our collection resources	Increased number of visits to our collection resources by 10% during life of Business Plan using 2012/13 as baseline.	Greater awareness of our collection resources by residents and global visitors.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4 Collection Care Team Plan, Cultural Development, Library Team Plan	Annual update will be provided at end March 2016.
CU 3.2	Increase number of collections on public display.	Continue to rotate collections on display using 2012/13 as baseline.	Public has greater access to collection display/event programme based on 2012/13 baseline performance.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4 Collection Care Team Plan, Cultural Development, Library Team Plan	Burns House was redisplayed/ Doon valley was redisplayed during the past quarter.
CU 3.3	Ensure that we continue to meet our accreditation standards	Compleat annual review/healthcheck	maintain accreditation status	Reviewed annually	EAC, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4 Collection Care Team Plan	Continuing to monitor and feedback to Arts Council England
CU 3.4	Move towards completion of rapid inventory of all our collections	Full inventory created on database by 1st January 2018 in line with collection accreditation scheme	All collections documented and available electronically	Reviewed annually	Museums Galleries Scotland ACE	Promoting Lifelong Learning Collection Care Team Plan and Library Team Plan	An annual update will be provided as this is an ongoing process.

Aim 4: To develop creative communities in East Ayrshire in partnership with the cultural teams

ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 4.1	Develop cultural partnerships across East Ayrshire.	Create two partnerships each year that support our programmes.	Greater support for artists/writers and cultural producers across the area and integrate with our core programmes.	2013-16 Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 2, 3, 13 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Worked with Boswell Festival and Cumnock Tryst, and working with Ayrshire Open Studios. Continued to work with New Cumnock Heritage group to support their project.
CU 4.3	Develop residency opportunities with professional artists/writers	1 artist in residency working with 3 community groups linked to cultural programme	Residency opportunities developed each year.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS, Scottish Book Trust	Delivering Community Regeneration Outcome Agreement 12 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan.	Ongoing project - two commissions have now been made and will be completed in 2016.

Aim 5: To upgrade and maintain cultural facilities to enhance the quality of visitor experience							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 5.1	Maintain external quality accreditation for our cultural visitor facilities.	Achieve VisitScotland gradings for each of our listed venues each year. Maintain 4 star grades for Dean Castle, Burns House Museum, The Baird Institute, Burns Monument Centre and 3 star grades for The Dick Institute and Doon Valley.	External verification of quality maintained	2013-16 reviewed annually	VisitScotland	Delivering Community Regeneration Outcome Agreement 3, 4, 5, 12 Visit Scotland Quality Assurance Scheme Scottish Government: A Tourism Framework for Change (2006)	Ongoing - annual progress will be reported at year end.
CU 5.2	Investigate use of Public Libraries Quality Improvement Matrix (PLQIM)	Take part in pilot SLIC scheme and achieve accreditation by 2016	Continuous Improvement Secured		SLIC	Underlying Principles, SOA 15 Continuous Improvement Action Plan	The scheme has now been renamed How Good Is Your Public Library service and we will be fully involved over the next 3 years.
CU 5.3	Continue to invest in cultural buildings and develop planned maintenance/capital investment programmes.	Complete all other planned building refurbishment by 2016	Buildings refurbished to a high quality standard	2013-16	EAC, Creative Scotland, HLF, Trusts, MGS	Delivering Community Regeneration Outcome Agreement 12 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Cumnock Town Hall will be complete by start of February 2016. Dean Castle Stage 2 bid will be made by May 2016.
		Produce capital plan that identifies future areas for investment	Submit funding bids to external funders by 2014 for the Dick and other buildings.	2013-16	HLF, Scottish Book Trust, Trusts, Creative Scotland		
		Develop a maintenance plan and programme of phased investment in cultural buildings.	Programme of phased improvements made across all cultural buildings.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Delivering Community Regeneration Outcome Agreement 3, 4, 5, 12 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Discussions underway with EAC Facility Management.
Aim 6: To provide free and subsidised access to all cultural venues and performances							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 6.1	Offer discounted ticketing for accessing cultural facilities and events.	Discounted tickets available for targeted groups for all events, reviewed annually.	Increased audiences from under represented groups.	2013-16 Reviewed annually	EAC	Improving Health and Wellbeing Promoting Lifelong Learning Outcome Agreement 3, 4, 5, 7, 8 Marketing Plan and Palace and Grand Hall Team Plan, Cultural Development, Library Team Plan	We continue to offer discounted ticketing across venues.
CU 6.2	Provide free access to all our museum, galleries and library facilities	Provide free access to all our buildings; review uptake annually	Full access for all sections of the community	2013-16 Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Improving Health and Wellbeing Outcome Agreement 3, 4, 5, 7, 8 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	We continue to provide free access to all our facilities, except Palace shows and events.
Aim 7: To provide new skills for the community through cultural planning							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 7.1	Encourage community groups to develop and manage their own projects	Create strong community foundations through working with 2 community groups per year that will help support cultural development	Opportunities for community groups developed	2013-16 Reviewed annually	Community groups	Promoting Lifelong Learning Outcome Agreement 2, 3, 4, 5 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Continue our work with textile team and working with CVO and CAT team to identify new learning opportunities.

Aim 8: Provide art in public places

ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 8.1	Work with EAC to develop public art in public spaces with the community in specified locations.	Implement and pursue the development of one public art piece each year.	New public art programme implemented	Reviewed annually	EAC	Delivering Community Regeneration Outcome Agreement 1, 3, 10 Local Plan	Wave was unsuccessful and will not proceed. The two other public art projects will be complete by end of 2016.

Aim 9: To ensure our cultural venues play a key role in our communities

ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 9.1	Provide access to information	Maintain current levels of information access across the range of cultural facilities using 2012/13 as baseline.	Individuals enabled to make to make informed decisions and lead fulfilling lives.	Reviewed annually	EAC	Delivering Community Regeneration Outcome Agreement 1, 3, 10 Library Team Plan	Current levels being maintained.

Aim 10: To promote Life-long Learning across cultural facilities

ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 10.1	Create, deliver and support formal and informal learning opportunities.	Maintain programmes that provide access to relevant literacy, numeracy and IT support based on 2012/13 baseline performance.	Maintain current levels of engagement with our life-long learning programmes.	Reviewed annually	EAC	Delivering Community Regeneration Outcome Agreement 1, 3, 10 Library Team Plan	This will be reported at end of March 2016.

SPORT

Aim 1: To manage and maintain a range of sport and community facilities							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP 1.1	Provide facilities that are accessible and welcoming to all	Minimum opening of 5 days per week	Communities have access to well managed facilities meeting their needs	2013/16	EAC	Improving Health and Wellbeing Improving Community Safety Promoting Lifelong Learning Learning Outcome Agreements 5, 6, 7 Capital Programme Reaching Higher Let's Make Scotland More Active	Ongoing. A wide range of activities and services are available to communities across all Sport and Community Venue facilities.
SP 1.2	Investigate options to support refurbishment or replacement of existing facilities ensuring they are fit for purpose	Continue to monitor facility conditions and submit recommendation for improvements and capital bids				Improving Health and Wellbeing Delivering Community Regeneration Improving Community Safety Outcome Agreements 5, 6, 7, 8 Capital Programme Reaching Higher Let's Make Scotland More Active	Ongoing. Priority areas identified and actions taken forward to improve facility conditions such as Loudoun Leisure Centre carpark/lights, and Doon Valley SGP carpark/lights. Timescales for work to commence to be confirmed by EAC.
SP 1.3	Ensure facilities perform to a high standard of customer satisfaction.	Meet with partners to ensure high standards through benchmarking; to be reviewed annually			Benchmarking group	Improving Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 5, 6, 7, 8 Capital Programme Reaching Higher Let's Make Scotland More Active	Regular facility inspections carried out and mystery shopper visits taken place. Customer comments cards & feedback forms available within facilities and comments received via social media and website.
SP 1.4	Support East Ayrshire Council with the direct management of new sport/community facilities	New facilities have appropriate, effective management arrangements			EAC	Improving Health and Wellbeing Delivering Community Regeneration Improving Community Safety Outcome Agreements 5, 6, 7, 8 Capital Programme Reaching Higher Let's Make Scotland More Active	Transfer of staff to East Ayrshire Leisure has taken place at Auchinleck Boswell Centre and Galston Community Centre. Priority areas of work now identified and actions underway to develop services and activities on offer. Agreement to support community management of Patna Community Centre is ongoing
Aim 2: To increase participation across all our sports facilities							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP 2.1	Develop programmes of activity that meet local demand.	Maintain current participation/usage levels across all sports facilities using 2012/13 as baseline.	Programmes provided to meet the needs of communities within East Ayrshire	2013/16	EAC	Improving Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active	Ongoing. Comprehensive programmes in place for children, young people, adults and families to participate in a wide range sport and physical activity sessions/programmes. 593'456 attendances from April to Dec 2015
SP 2.2	Implement monthly membership for gym access and fitness classes/programmes				Sporta Leisure Networking Group	New pilot membership for sport and fitness in place at Loudoun Leisure Centre.	
SP 2.3	Support local Community Sport Hub clubs to meet the local sporting demand and increase sporting opportunities	Ensure that the Community Sports Hub programme is effectively rolled out in East Ayrshire.	Sustainable local sports clubs accessing East Ayrshire Leisure facilities.		EAC, SportScotland, EAC Sports Council Affiliated Clubs	Improving Health and Wellbeing Let's Make Scotland More Active, Active Scotland Framework	Ongoing. 3 hubs in operation - Grange/Auchinleck and St Joseph's. Priority focus on activities/programmes for children and young people including those with disabilities. 29 Clubs working across 3 hubs.

Aim 3: To provide a range of high quality sporting and social events for the people of East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP3.1	Organise an annual fireworks event at Kay Park, Kilmarnock	Attract a minimum of 20,000 visitors to the event				Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 9, 11 Tourism Strategy	Event delivered. 15'000 spectators in attendance.
SP3.2		Contribute to the reduction of fireworks related injuries target for East Ayrshire					
SP3.3	To organise a range of high profile sporting events throughout East Ayrshire	Host and organise a minimum of 8 major sporting events each year.	Comprehensive community events programme established	2013-2016	Sportscotland, Eventsotland, EAC, Sports National Governing Bodies	Improving Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active Tourism Strategy	3 high profile athletics events hosted at the Ayrshire Athletics Arena with further events planned for 2015. Event preparations are underway for Killie Roon the Toon 10K road race.

Aim 4: To provide access to sport pitches for the people of East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP4.1	Maintain a programme of team registrations/pitch bookings for synthetic & grass pitches	Registration once per annum	Sports pitches and community spaces accessible to residents and visitors	2013/16	Football Teams, Sports National Governing Bodies, local groups and organisations	Improving Health and Wellbeing Improving Community Safety Promoting Lifelong Learning Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active EA Children's Service Plan Openspace Strategy	Ongoing. Procedures to be reviewed in light of transfer of facilities to teams prior to the 2016/2017 season commencing.
		Maintain and develop booking system.					New booking system rolled out. 72 team registered fro 2015/2016 season
		Make available 40 weeks per year with the exception of inclement weather or circumstances outwith our control.					
SP 4.2	Ensure East Ayrshire Leisure Pavilions are safe and accessible.	Carry out annual inspections of all changing facilities.		2013/16	EAC	Improving Health and Wellbeing Improving Community Safety Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active	Facility inspections undertaken and actions identified

Aim 5: Provide a programme of sports development opportunities for East Ayrshire							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + THEMES	PLANS / PRIORITIES / THEMES	PROGRESS
SP 5.1	Design and deliver a comprehensive sport and activity programme incorporating developmental coaching and player pathways	Continue to develop key sports and activities for Athletics, Swimming, Badminton, Football, Golf and Fitness	Increased numbers of people participating and progressing in sports activities. Improved sporting pathway and appetite for sport in the community and within schools	2013-16 Reviewed annually	Scottishathletics, badmintonscotland, Scottish FA, Kilmarnock Football Club, Scottish Golf Union, Local Golf Clubs, scottishswimming, Other Scottish Governing Bodies of Sport Leisure & Sport Facility Operators EAC Vibrant Communities East Ayrshire Sports Council & Affiliated Clubs Sportscotland	Improving Health and Wellbeing SOA 4, 5 & 6 Reaching Higher Let's Make Scotland More Active EA Children's Service Plan	Comprehensive programmes in place for children, young people, adults and families to participate in a wide range sport and physical activity sessions/programmes for key sports and activities. 91 sessions on offer each week across key sports and activities.
SP 5.2	Develop & maintain a link through Community Sports Hub Steering Groups with Local Sports Clubs and Centre Supervisors		More sport offered within a balanced timetable at Auchinleck Community Sports Hub, Grange Community Sports Hub and St Joseph's Community Sports Hub	2015/16	EAC, SportScotland, EAC Sports Council Affiliated Clubs, Kilmarnock FC, Auchinleck Talbot FC	Let's Make Scotland More Active, Active Scotland Framework	Steering groups in operation with partners/clubs delivering on hub development plans. Cross promotion of activities which increased numbers attending programmes/sessions
Aim 6: To promote equitable participation in sport							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP 6.1	Support diversionary sports programmes which provide positive alternatives for young people	Provide subsidised facility access for Premier Night Leagues during term time and other diversionary programmes coordinated by EAC.	Increased numbers of young people participating in diversionary/sport activities	2013/16 Reviewed annually	Kilmarnock Football Club, Scottish FA Strathclyde Police EA Anti-social Behaviour Team EAC Vibrant Communities EA Youth Strategy and Rathbone Training Agency Leisure & Sport Facility Operators East Ayrshire Sports Council & Affiliated Clubs	Improving Community Safety Improving Health and Wellbeing SOA 4, 5, 6, 8 & 9 Reaching Higher Let's Make Scotland More Active It's A Criminal Waster Preventing Offending by Young People - A Framework For Action EA Anti-Social Behaviour Strategy EA Children's Service Plan EA Supporting Meaningful and Real Transition for Young People (MC2)	Ongoing. Facility access supported by Sport and Community Venues for diversionary activities within 8 sites which are delivered during the school term time.
SP 6.2	Provide opportunities for those with a disability to participate in sport and physical activities	Provide facility access and programmes for those with a disability.	Increased opportunities for those with a disability to participate in sport and physical activities			Improving Health and Wellbeing SOA 4, 5, 6, 8 & 9 Reaching Higher Let's Make Scotland More Active It's A Criminal Waster Preventing Offending by Young People - A Framework For Action EA Anti-Social Behaviour Strategy EA Children's Service Plan EA Supporting Meaningful and Real Transition for Young People (MC2)	Ongoing. Opportunities identified to support those with disabilities to intergrate into mainstream sessions. New programme supported by staff at the Ayrshire Athletics Arena and links with Community Sports Hub Clubs for new programmes underway at key sites.
SP 6.3	Community Sports Hubs will be inclusive and will support the local need of sports clubs/organisations.	Provide facility access to Community Sports Hub affiliated sports clubs and organisations	Increased opportunities to participate in sport and physical activity with no restrictions.	2015/16	EAC, SportScotland, EAC Sports Council Affiliated Clubs	Improving Health & Wellbeing Let's Make Scotland More Active, Active Scotland Framework	Grange CSH- 17 affiliated clubs/organisations engaged in programme. Auchinleck CSH 12 affiliated clubs/organisations engaged in programme. St Joseph's CSH 11 affiliated clubs/organisations engaged in programme.

COUNTRYSIDE

Aim 1: To provide a high quality nature based tourist attractions for residents and visitors to East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 1.1	Obtain external verification of Dean Castle Country Park by Visit Scotland	Maintain 4 star award with inspections every 2 years	External verification of quality maintained	2013-2016 reviewed every 2 years	VisitScotland	Underlying principles Promoting Lifelong Learning Outcome Agreement 3, 4, 5 and 12 Visit Scotland Quality Assurance Scheme Scottish Government: A Tourism Framework for Change (2006)	Achieved
CO 1.2	Implement Dean Castle Country Park Management and Development Plan	Secure external funding for implementation of projects within the management and development plan by 2016	Improvements delivered and increased visitor experience achieved.	2015-17	Heritage Lottery Fund Forestry Commission Scotland Historic Scotland SEPA Scottish Natural Heritage Energy Advice Unit VisitScotland	Environment and Rural Affairs Department Business Plan Greenspace Quality Guide 2008 East Ayrshire Open Space Strategy (pending) Enjoying the Outdoors 2008: Scottish Natural Heritage Policy on recreation including Country Park	Achieved
CO 1.3	Continue to develop the River Ayr Way as a major tourist attraction and community facility for the area	Maintain visitor numbers each year from our 2012/13 baseline	Increased use of the River Ayr Way	2013 -2016	South Ayrshire Council Scottish Wildlife Trust Private Landowners Scottish Natural Heritage VisitScotland	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	Annual figure will be presented at end of March 2016.
		Secure funding to extend River Ayr Way around Glenbuck Loch and into South Lanarkshire, providing an additional 30km linking to New Lanark World Heritage Site	Increased use of the River Ayr Way	2013 -2016	South Lanarkshire Council Scottish Wildlife Trust Scottish Natural Heritage Muirkirk Enterprise Group Douglas Community group Douglas Estates	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	Paper submitted to East Ayrshire Council for consideration.
		Install 44 mile posts and interpretation along the route.	Increased use of the River Ayr Way Improved visitor experience	2015	South Ayrshire Council Scottish Wildlife Trust Private Landowners Scottish Natural Heritage VisitScotland	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	Currently under discussion with partners.
CO 1.4	Continue to support the Access Planning Group for Whitelee Windfarm	Implement Whitelee Access Strategy	Improved access to Whitelee Windfarm Providing connections from Whitelee Windfarm to key sites along the wider path network	2013 - 2016	South Lanarkshire Council East Renfrewshire Council Scottish Power Forestry Commission Scotland Scottish Water	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	Access Action Plan for 2015 - 2019 has been prepared for implementation.

Aim 2: To Improve accessibility of the countryside path network and DCCP							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 2.1	Improve the accessibility of buildings and paths within DCCP.	Upgrade Visitor Centre to create Education Centre, restore laundry houses to create workshop, demolish field centre to create sustainable visitor centre in line with DDA	Accessible services developed	2014 - 2016	Heritage Lottery Fund Forestry Commission Scotland Historic Scotland SEPA Scottish Natural Heritage Energy Advice Unit VisitScotland	Improving Health and Well being Promoting Lifelong Learning Outcome Agreement 6 Disability Discrimination Act	This will be addressed as part of recent successful funding bid.
CO 2.2	Ensure path network, local Nature Reserve and community sites are accessible	Carry out quarterly monitoring of core path network and produce five year improvement plan.	Accessible services developed	2013 -2018		Improving Health and Well being Promoting Lifelong Learning Outcome Agreement 6 Enjoying the Outdoors 2008: Scottish Natural Heritage Policy on recreation Land Reform Scotland Act 2003 East Ayrshire Local Plan Ayrshire Structure Plan East Ayrshire Outdoor Access Strategy East Ayrshire Core Path Plan	Ongoing monitoring in place.
Aim 3: To increase participation in Countryside Development activities across East Ayrshire							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 3.1	Encourage schools to use the Countryside Ranger Service to support programmes of study within the Scottish Curriculum for Excellence	Maintain levels of pupils participating each year using 2012/13 as baseline.	Greater awareness of the Country Park, wider countryside sites, Core Path Network, Whitelee Windfarm and Scottish Outdoor Access Code	2013 - 2016 Reviewed annually	EAC Education and Social Services	Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14	Annual figure to be reported at end of March 2016.
CO 3.2	Provide Training for Educational establishments in the use of the Environmental Education pack in local greenspaces	Development of a programme of in- service courses for teachers and other education providers with 2 sessions per year	Environmental education is integrated into the wider curriculum and delivered directly by education providers	2013 -2016	EAC Education and Social Services	Scottish Curriculum for Excellence 5 - 14 curriculum for Scottish Schools Learning for our Future: Scotland's First Action Plan for the UN Decade of Education for Sustainable Development	2 in service sessions have been held with education providers including a team building session with the EAC Instrumental Service and an outdoor learning session with student teachers from WoSU
CO 3.4	Promote the Country Park to further education and higher educational providers	Offer a minimum of 2 placement and learning opportunities per annum	Stronger links with further education and higher education providers developed	2013 - 2016	Further education and higher education providers	Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14 Further and Adult Education Business Plan Skills for Scotland: A Lifelong Skills Strategy	Discussions have taken place with local colleges. New funding will help to develop this through HLF programme.
CO 3.5	Provide a full programme of events in the country park and wider countryside	15 events per year	Increased awareness and enjoyment of the countryside	2013 - 2016		Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14	20 events took place between April and Sept 2015 including a programme of events as part of the first East Ayrshire Countryside Festival funded by Awards for All
CO 3.6	Organise and run informal environmental education clubs for children of P1 to S6 levels	Minimum of 20 meetings per year of the Squirrel Club (P1 - P7) and the Junior Ranger Club (S1 - S6)	Young people more involved in the implementation of the Country Park Management Plan	2013 - 2016		Young people's interaction with natural heritage through outdoor learning. Perth: Scottish Natural Heritage	
CO 3.7	Promote the Scottish Outdoor Access Code	3 experiential learning programmes for P6 children based on the Outdoor Access Code per annum	Greater awareness of personal responsibilities when accessing the countryside created	2013 - 2016	Scottish Natural Heritage	Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14 Land Reform Scotland Act 2003	Sessions held with Dalmellington PS, Bellsbank PS and James Hamilton Academy

Aim 4: To improve the health of local people and visitors through involvement in Countryside events and improved access to the countryside							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 4.1	Support communities in organising outdoor festivals to promote doorstep and progressive walks to encourage greater physical activity	1 outdoor festival supported throughout East Ayrshire per annum	Increased awareness of walking for health	2013 -2016	Leisure Development Community Groups	Promoting Lifelong Learning Improving Health and Wellbeing Outcome Agreement 6, 12 East Ayrshire Tourism Strategy	Countryside Festival took place in August 2015.
CO 4.2	Support learning projects in becoming involved in community conservation tasks	Minimum of 2 leadership programmes provided per annum	Improved sociability and opportunities developed	2013 -2016	John Muir Trust	Promoting Lifelong Learning Improving Health and Wellbeing Outcome Agreement 6, 12 Skills for Scotland: A Lifelong Skills Strategy	Progress to be reported at end of year.

Aim 5: To promote, protect and improve access to the natural environment for residents and visitors to East Ayrshire							
ACTIO N NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 5.1	Comply with duties under Land Reform Act 2003	Hold 4 meetings of the Outdoor Access Forum annually	Reasonable access for all communities throughout East Ayrshire created and documented	2013 -2016		Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10, 12 Land Reform Act 2003	Ongoing
		Install signage throughout core path network	Improve access and awareness of core path network	2013 - 2014	EAC Roads	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10, 12 Land Reform Act 2003	Programme being developed.
CO 5.2	Develop community path network projects	Implement range of path and cycle route networks across East Ayrshire during life of Business Plan	Improve access, tourism and health opportunities.	2013/16	Private Landowners, IVP,Local Authorities, Sustrans, Scottish Power, Scottish Water, SNH, EAC	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10, 12 Core Path Plan	Development Co-ordinator has been appointed.
CO 5.3	Contribute to the National Wildlife Monitoring Programme	Carry out range of annual wildlife surveys including owl, butterfly and badgers.	East Ayrshire Biodiversity figures contribute to National Surveys	2013-16 Reviewed annually	Butterfly Society, Badger Society, National Ornithological Society	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10,12 Ayrshire Biodiversity Action Plan	Schedule of surveys has been produced and will be delivered throughout the year.
CO 5.4	Implement the local Biodiversity Action Plan	Carry out annual biodiversity studies focusing on key identified areas including bogs,watervoles,hedgrows and farm birds.	Conservation of locally important habitats	2013-16 Reviewed annually	Scottish Natural Heritage private landowners Scottish Agricultural College, EAC, RSPB, Rivers trust.	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10,12 Ayrshire Biodiversity Action Plan	



EAST AYRSHIRE LEISURE
HEALTH AND SAFETY REPORT

QUARTER 3
1 OCTOBER – 31 DECEMBER 2015

Contents

1. Introduction
2. Purpose and Background of Report
3. Health and Safety Update
 - 3.1 Helpdesk
 - 3.2 Safety Standards
 - 3.3 Safety Standards Review
 - 3.4 Safety Flashes/Bulletins
 - 3.5 Fire Risk Assessments
4. Health and Safety Performance
 - 4.1 Proactive Monitoring
 - Unannounced Visits
 - Six-Monthly Workplace Inspections
 - 10 Per Cent (%) Audit of Workplace Inspections
 - Management Audits
5. Statistical Analysis Overview
6. Average Days to Report an Incident
7. Days Lost due to Workplace Injury
8. Comparative Analysis
9. Conclusions

I. INTRODUCTION

- 1.1 East Ayrshire Leisure operates policies and systems to ensure the continued health, safety, welfare and development of our workplaces and to minimise the distress and disruption caused by any injuries or work related illnesses which may occur.
- 1.2 The Health and Safety Policy, along with Standards and Procedures are developed and communicated to ensure continued development of a positive health and safety culture across East Ayrshire Leisure and promote safe working practices.
- 1.3 East Ayrshire Leisure provides its employees with safe working conditions and has effective management arrangements in place to ensure the wellbeing of staff and others who may be affected by our activities.
- 1.4 A systematic performance management approach, allows incidents and near misses to be analysed, with any potential trends or patterns identified and used to inform decisions regarding appropriate action to mitigate any future risk to employees.
- 1.5 The East Ayrshire Leisure Health & Safety Group met for the first time in January 2014. This group is chaired by the Chief Executive and its membership includes Team Leaders from across the Trust's services and is supported by EAC Corporate Health & Safety Team.
- 1.6 The purpose of the group is to monitor Health & Safety Performance, develop Health and Safety Strategy and ensure a consistent approach across the Trust.

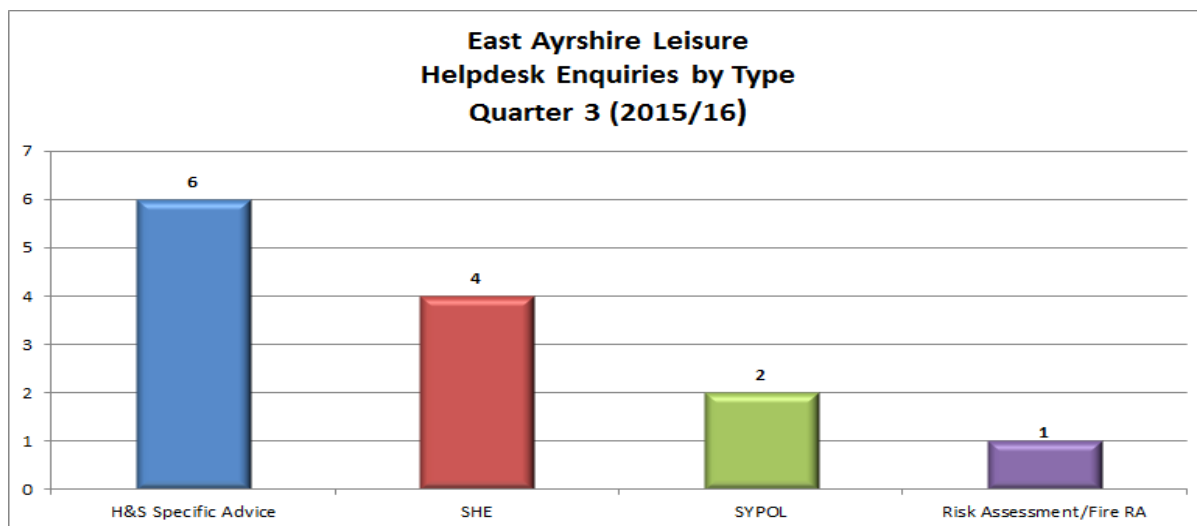
2 PURPOSE OF THE REPORT

- 2.1 To include an update to the Board on the corporate health and safety service provided internally and externally to East Ayrshire Leisure.
- 2.2 To inform the Board of recent legislative changes and events of general significance occurring both within and outwith East Ayrshire Leisure.
- 2.3 To include a statistical analysis based on accidents, incidents and near misses for East Ayrshire Leisure during the specified period and provide comparative information.
- 2.4 To identify any potential trends or patterns, thereby encouraging a proactive approach to Safety Management.
- 2.5 To share areas of good practice for improved health and safety performance and culture throughout.

3. HEALTH AND SAFETY UPDATE

3.1 Helpdesk

The Health and Safety Team received a total of 13 enquiries from East Ayrshire Leisure during Quarter 3 (2015/16). The graph below illustrates the 'Type' of enquiries received:



3.2 Health and Safety Standards

All updated Health and Safety Standards can be accessed by East Ayrshire Leisure on the Health and Safety page of the Council's Intranet site at:

<http://eacintranet/Services/HealthandSafety/MasterSafetyFileReview.aspx>

3.3 The Health and Safety Standards are currently being reviewed and updated.

3.4 Safety Flashes & Bulletins

There were 3 Safety Flashes issued during Quarter 3 (2015/16) as follows:

- Firework Safety
- Labourer dies in fall from height
- Winter Safety Flash

All Safety Flashes are available at:

<http://eacintranet/Services/HealthandSafety/SafetyFLASH/Safety-Flash-2015.aspx>

There were 4 Bulletins issued during Quarter 3 (2015/16) as follows:

- European Health and Safety Week
- SHE Assure launch
- SHE Assure training
- SHE Incident Reporting

All Bulletins are available at:

<http://eacintranet/Services/HealthandSafety/Bulletins.aspx>

3.5 Fire Risk Assessments Reviewed

All premises occupied by employees of East Ayrshire Leisure have a current Fire Risk Assessment. There were 17 Fire Risk Assessment Reviews conducted during Quarter 3 (2015/16):

- Annanhill Golf Club
- Barrmill Football Pavilion
- Broomfield Playingfields Site
- Crosshouse Resource Centre Site
- Cumnock Town Hall
- Hurlford Playingfields Pavilion Site
- Jamieson Park Pavilion
- Kay Park Ochiltree Site
- King George V Playingfields Site
- Knockentiber Pavilion
- Mauchline Football Pavilion (Old and New)
- Merlin Park Football Pavilion
- Muirkirk Community Library Site
- Netherthird Pavilion
- Offices Western Road
- St. Mary's Holm Pavilion

4. **HEALTH AND SAFETY PERFORMANCE**

4.1 Proactive Monitoring

Together with the reactive monitoring of accidents and incidents, proactive monitoring enables managers to assess Services' performance in managing health and safety. It then assists in providing a focus for the planning and implementing of risk improvements, thereby reducing the number of incidents.

The following are examples of communication channels and check-list based inspections of workplaces completed during Quarter 3 (2015/16), providing a sound basis for proactive monitoring. Findings and recommendations made following these visits/inspections are reported to relevant managers.

- Unannounced Visits/Inspections
During Quarter 3 (2015/16) there were 2 unannounced visits to the Dean Castle carried out by the Health and Safety Team and 9 unannounced visits carried out by Senior Management of East Ayrshire Leisure:
 - Bellfield Library
 - Boswell Centre
 - Burns House Museum
 - Cumnock Town Hall
 - Dean Castle
 - Doon Valley Museum
 - Gavin Hamilton
 - Morton Hall
 - Stewarton Area Centre

- Health and Safety and Quality Reviews
During Quarter 3 (2015/16) the Health and Safety Officer (Properties) carried out 4 Health and Safety and Quality Reviews and 4 Follow Up Reviews.
- Six-Monthly Workplace Inspections
Six-monthly workplace inspections are completed in April and October each year for all premises. Premises Managers are asked to ensure all inspections are completed timeously. There are 8 outstanding Inspections that were due for completion in October:
 - Annanhill Golf Course Starter Office and Bothy
 - Bellfield Community Centre
 - Darvel Community Town Hall and Library
 - Doon Valley Golf course
 - John Fulton Memorial Hall
 - Newlands Drive Pavilion
 - Richardson Park Pavilion
 - The Jougs

Premises Managers have been issued with a reminder email for Inspections which were due for completion in October.

- 10 Per-cent (%) Audit of Workplace Inspections
There were no (0) audits of 6-Monthly Workplace Inspections carried out by the Health and Safety Team during Quarter 3 (2015/16).
- Health and Safety Management Audit
There were no (0) Management Audits completed during Quarter 3 (2015/16). All swimming pools have been independently audited and action plans prepared and implemented.

5. STATISTICAL ANALYSIS OVERVIEW

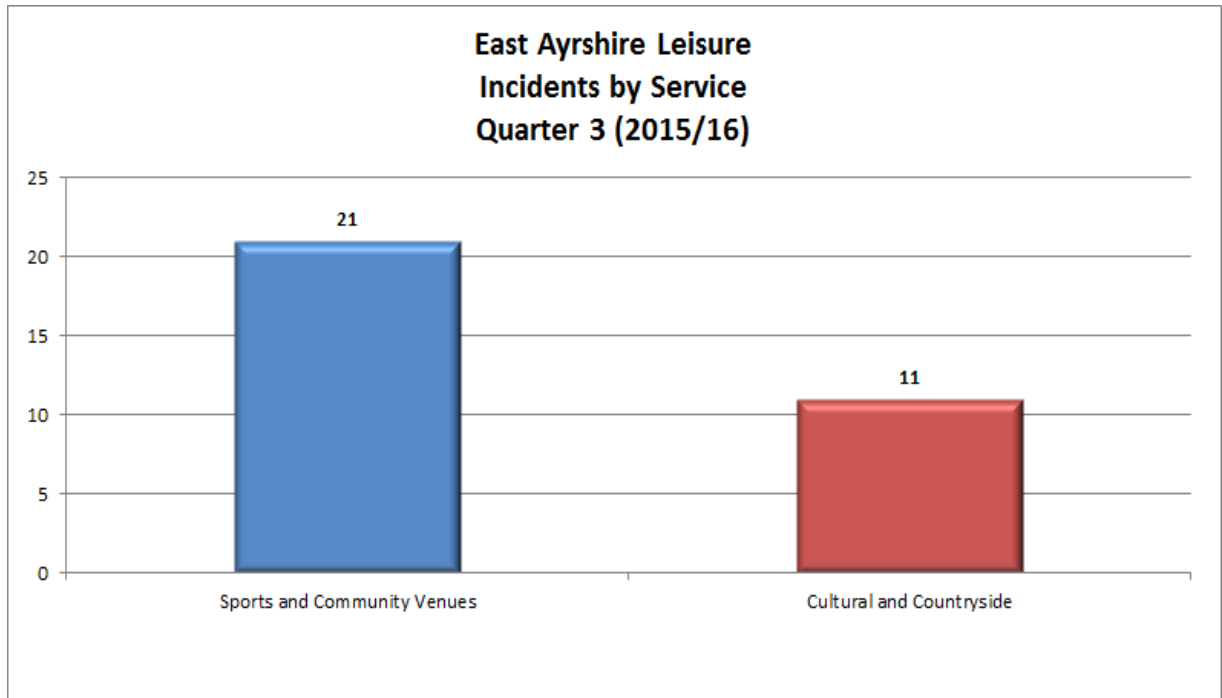
5.1 SHE Incident Reporting

There were 32 incidents reported by East Ayrshire Leisure to the Health and Safety Team during Quarter 3 (2015/16); 1 of which required to be report to the HSE in line with RIDDOR. Details of this incident are as follows:

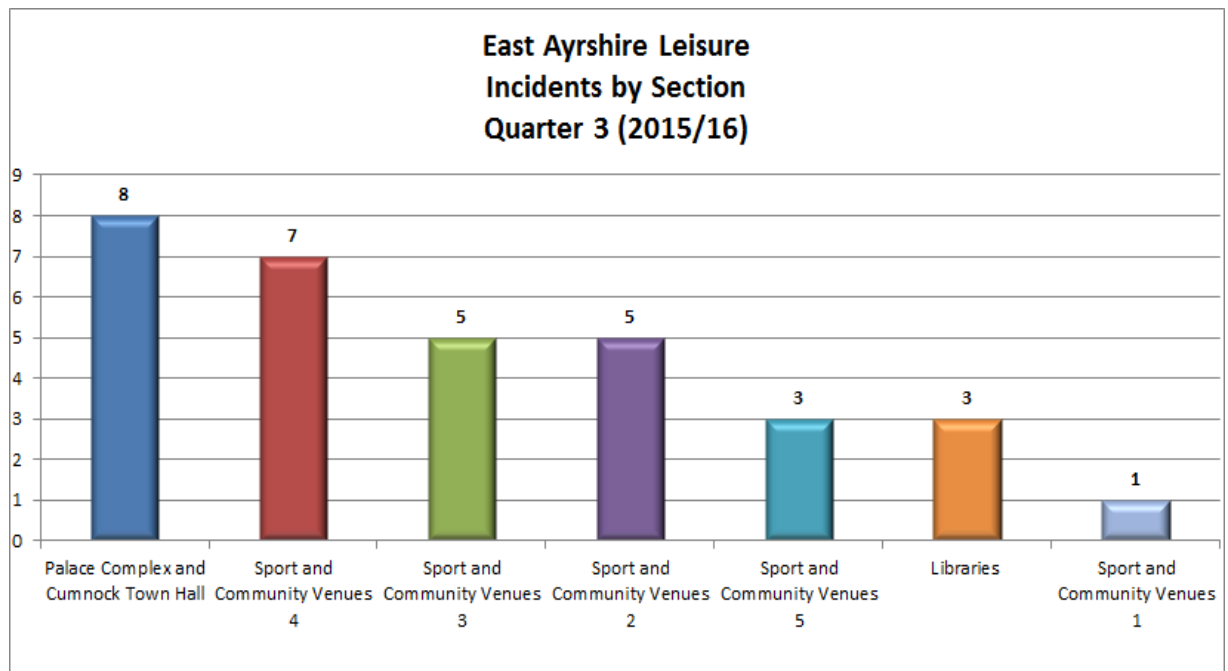
- 'Slips-Trips-Falls' – a Visitor Services Assistant tripped coming out of the Palace Theatre as he didn't notice the ramp. This resulted in a broken ankle. This has been reported to Property Services for repair.

5.2 Summary of Incidents

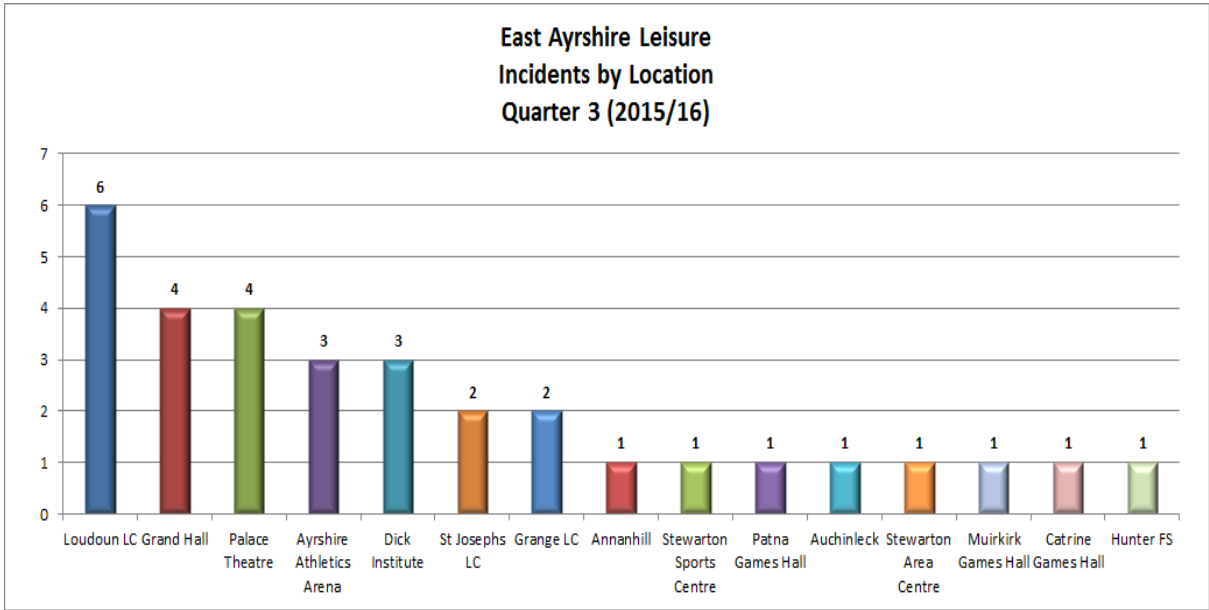
The graph below demonstrates the incidents reported by East Ayrshire Leisure during Quarter 3 (2015/16) by Service:



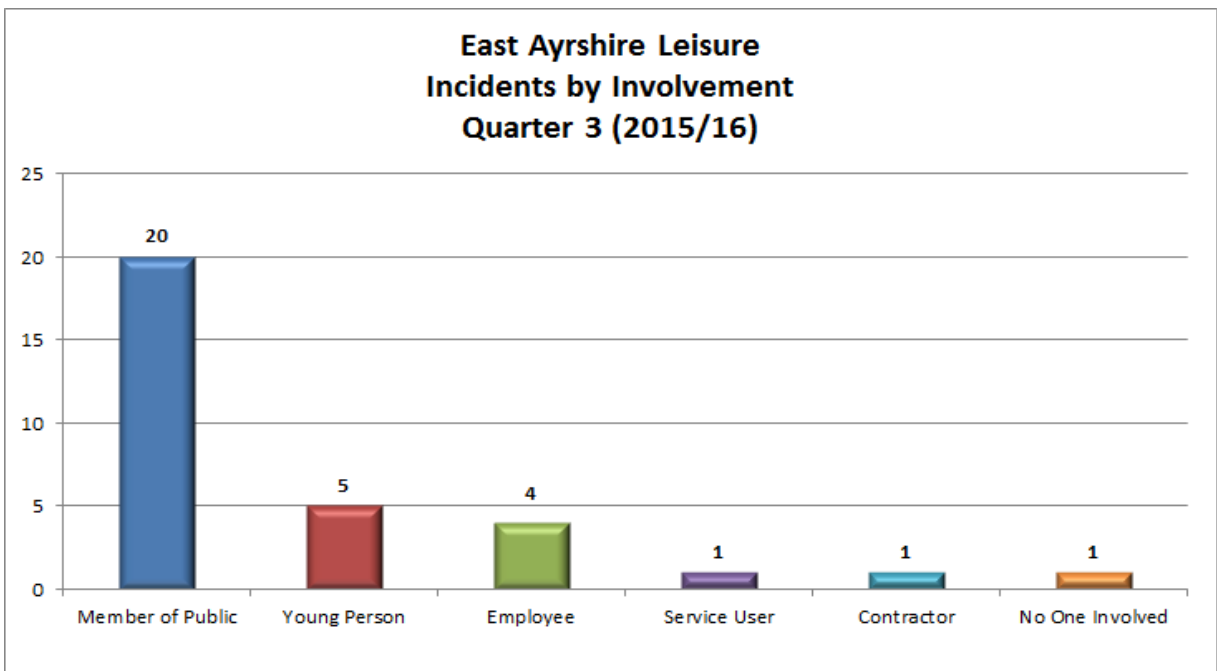
5.3 The following graph shows the incidents reported by Section during Quarter 3 (2015/16):



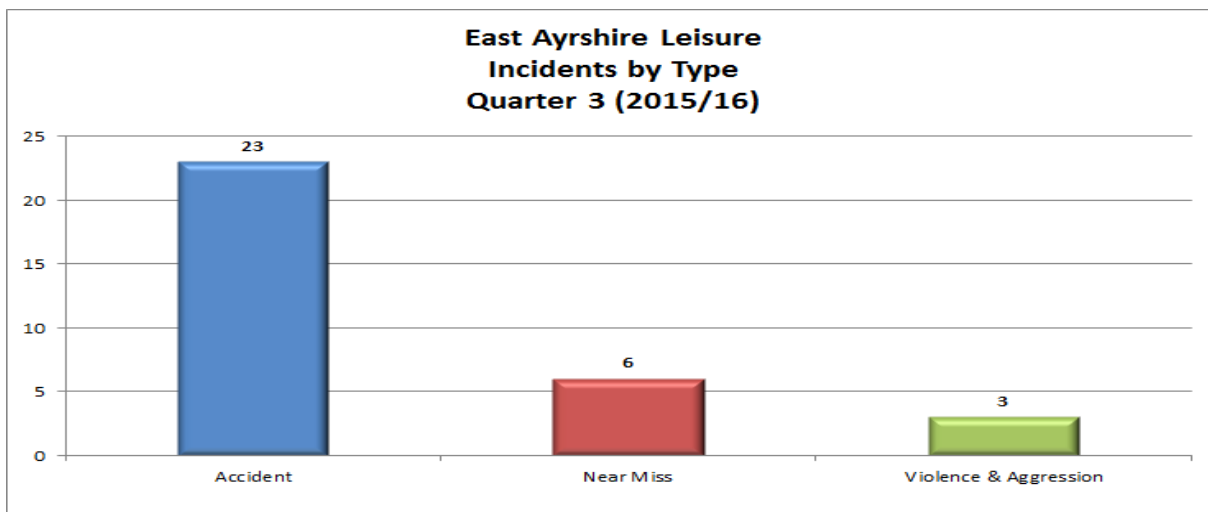
5.4 The following graph shows the 'Locations' where incidents occurred during Quarter 3 (2015/16):



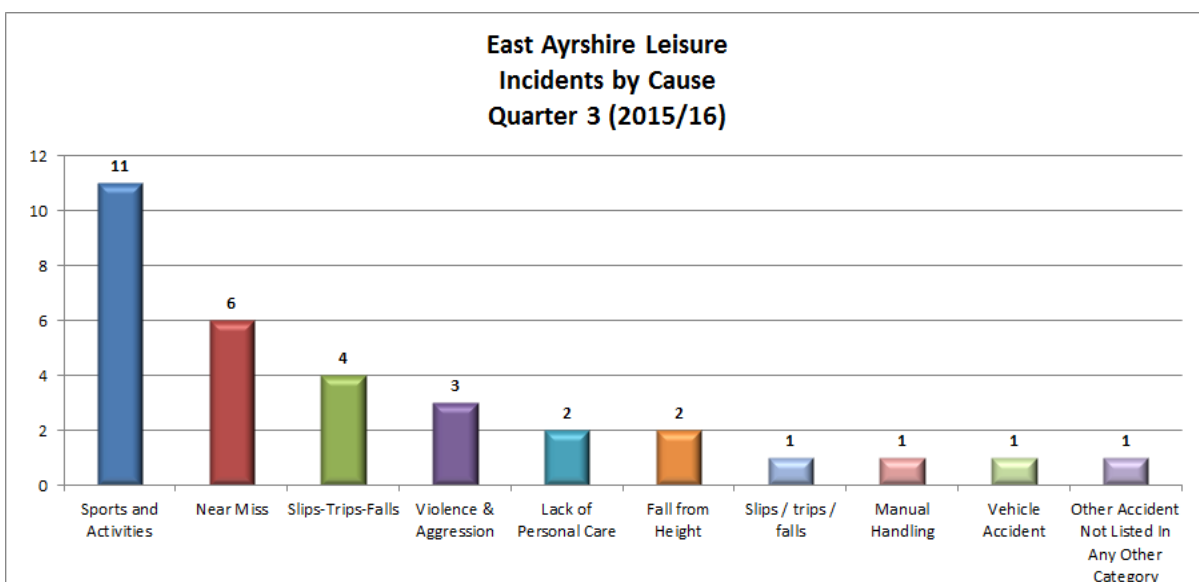
5.5 The graph below depicts those persons who were involved in the 32 incidents:



5.6 The following graph depicts the 'Types of Incidents' during Quarter 3 (2015/16):



5.7 The graph below depicts the 'Causes' of incidents reported during Quarter 3 (2015/16):



6. Average Days to Report an Incident

6.1 The overall average number of days to report an incident, by East Ayrshire Leisure, during Quarter 3 (2015/16) was 1.8 days therefore all incidents were reported to the Health and Safety Team within the required 5 days.

7. Number of Days Lost due to Workplace Injury

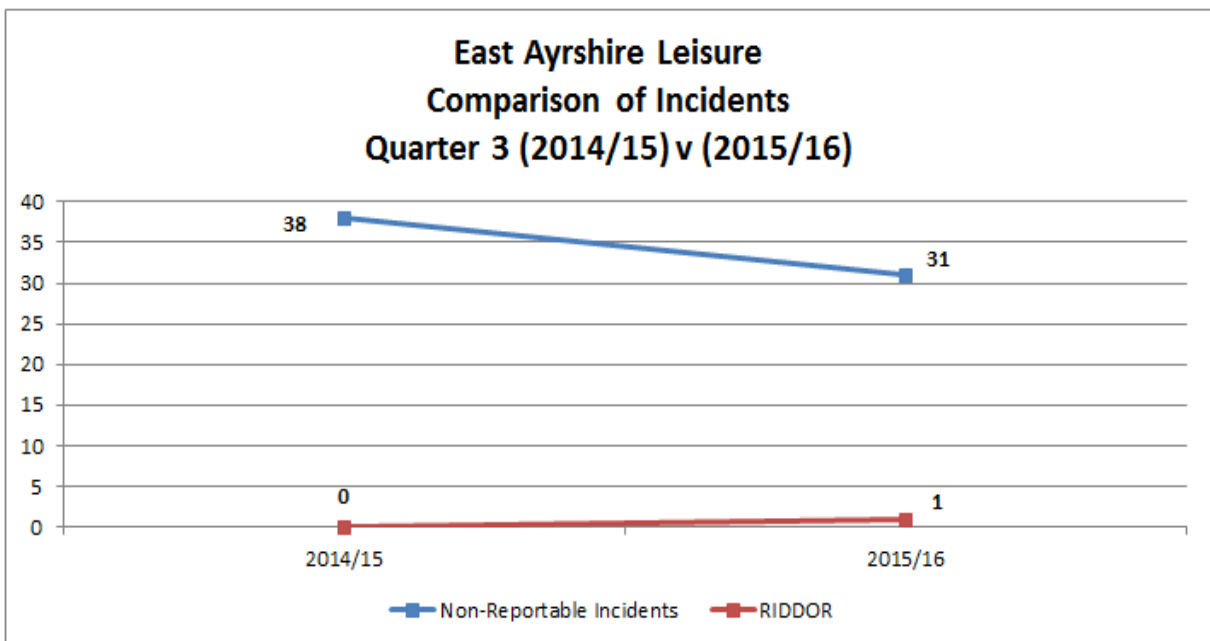
7.1 Of the 32 incidents, 4 involved employees; 2 of which resulted in 'Time Lost':

- 'Manual Handling' – a leisure attendant was moving a piece of equipment from the Grand Hall to the auditorium and onto the stage when he felt a pain in his lower back and leg. The employee was absent for '1-3 days'.
- 'Slips-Trips-Falls' – a Visitor Services Assistant tripped coming out of the Palace Theatre as he didn't notice the ramp. This resulted in a broken ankle.

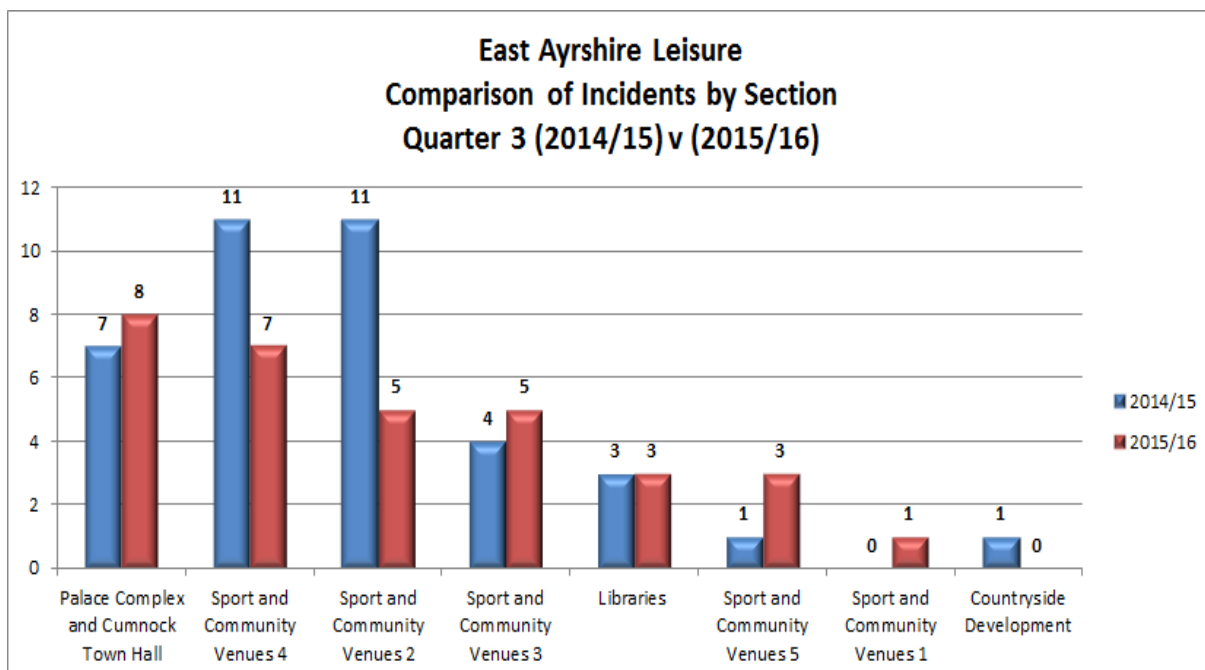
7.2 Managers require to notify the Health and Safety Team when employees are absent from work for over 7 days since those incidents will then become reportable to HSE under RIDDOR. Notify the Health and Safety section immediately by telephone and update the 'incident severity' field within the SHE report.

8. COMPARATIVE ANALYSIS – 2014/15 v 2015/16

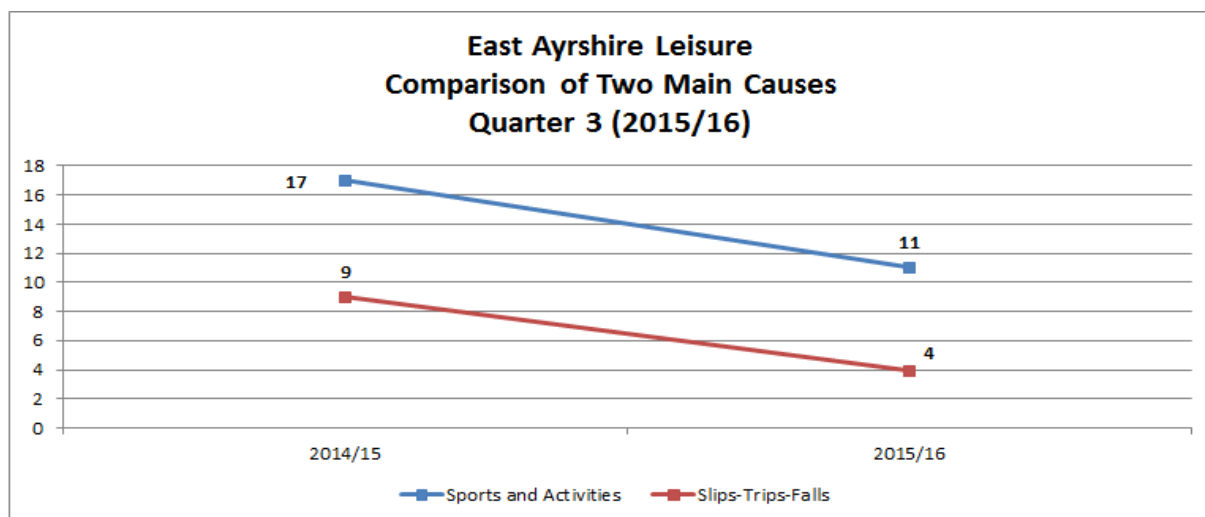
8.1 The line diagram below shows a comparison between Quarter 3 (2014/15) and Quarter 3 (2015/16) for all incidents. Overall the trend shows a decrease in Non-Reportable incidents and a slight increase in RIDDOR.



8.2 The following graph shows a comparison, by Section, between Quarter 3 (2014/15) and Quarter 3 (2015/16) for all incidents.



8.3 The graph below demonstrates developing trends in relation to the main causes of incidents when comparing Quarter 3 (2014/15) with Quarter 3 (2015/16):



8.4 This graph shows that incidents under the category of 'Sports and Activities' have decreased by 35% and 'Slips-Trips-Falls' have decreased by 56%.

9. CONCLUSIONS

- 9.1 There were a total of 13 enquiries received from East Ayrshire Leisure during Quarter 3 (2015/16).
- 9.2 There were a total of 32 incidents reported during Quarter 3 (2015/16).
- 9.3 Of the 32 incidents reported during Quarter 3 (2015/16); 1 required to be reported to HSE.
- 9.4 Of the 32 incidents reported, 4 involved East Ayrshire Leisure employees; 2 of which resulted in 'Days Lost' from work.
- 9.5 Section 6.1 reveals the overall average number of days to report an incident, by East Ayrshire Leisure, during Quarter 3 (2015/16) as 1.8 days.

JMcK

January 2016

REPORT TO BOARD OF TRUSTEES



BUSINESS PLAN 2016-19

Date: 1 March 2016

Agenda Item: 5

Report By: John Griffiths, Chief Executive

Summary

This report presents the Business Plan for 2016-19 for Board consideration and approval.

1. PURPOSE OF REPORT

1.1 The purpose of this report is to seek approval for the Trust's proposed Business Plan for 2016-19.

2 BACKGROUND

2.1 The Trust's initial Business Plan covered the period 2013-16 and underpinned the transition from direct Council provision to management by an independent Charitable Trust.

2.2 The new Business Plan has been developed by the Board with the support of Trust staff and Jan Polley an external consultant/facilitator.

2.3 The revised priorities contained in the Action Plan reflect the Board's priorities for service delivery and show how the Trust's services are expected to develop over the next 3 years.

2.4 At present only the level of Council funding for 2016/17 has been confirmed, future years funding will be reported to the Board as soon as the information is available.

2.5 The Business Plan utilises a standard format used by the Council, with appropriate modifications, to ensure that it is suitable for both the Trust Board and the Council.

2.6 The Business Plan will be the subject of regular, quarterly progress reports, which will be submitted to the Performance & Audit Sub-Committee and the Trust Board. The Business Plan will also be submitted to the Council along with the Annual Report and Accounts.

2.7 The proposed Business Plan 2016-19 is attached as Appendix 1.

2.8 This report should be read in conjunction with the 'Delivering the 2016-19 Business Plan and the 2016/17 Revenue Budget' report which also appears on this Agenda.

Recommendation/s:

It is recommended that the Board:

- i. Approve the Business Plan 2016-19; and
- ii. Otherwise note the content of this report.

REPORT TO BOARD OF TRUSTEES



Signature:

A handwritten signature in black ink, appearing to be "J. Gill", is written over the signature label.

Designation: Chief Executive

Date: 16 February 2016

APPENDICES

Appendix I - Business Plan 2016-19



BUSINESS PLAN

2016-19

DRAFT

Contents

	Page
Introduction	2
The East Ayrshire Leisure Trust	3
Trust Services	6
Staff Profile	7
Financial Profile	8
Assets and Resources	9
Strategic Content	10
Strategic Objectives	12
Action Plan	14
Performance Management	22
Consultation	23
Risk Management	26

APPENDIX I

- Facility Remit
- Staff Structure (to follow after Board approval)

INTRODUCTION

East Ayrshire Leisure Trust is a Scottish Charitable Incorporated Organisation recognised by the Office of the Scottish Charity Regulator (OSCR), registration number SC037844. The organisation took responsibility for a wide range of cultural, countryside, sports and community facilities and services across East Ayrshire on 1st July 2013.

East Ayrshire Leisure's initial Business Plan covered the period 2013-16, and during this period the Trust has become established as an independent organisation.

This Business Plan covers the period 2016-19 and will be subject to regular monitoring and review including the submission of an Annual Performance Report to East Ayrshire Council.

In developing this Business Plan, the Trust Board has ensured that the organisation's role in assisting with the delivery of the East Ayrshire Community Plan is recognised. The Community Plan is the sovereign and overarching planning document for the East Ayrshire area, that provides the strategic policy framework for the delivery of public services by a range of partners working across East Ayrshire.

THE EAST AYRSHIRE LEISURE TRUST

PURPOSE

The East Ayrshire Leisure Trust has the following purpose:

- To advance the arts, heritage, culture and science;
- To advance public participation in sport;
- To provide recreational facilities and organise recreational activities with such facilities/activities being made available to the whole community with the aim of improving quality of life;
- To advance education;
- To advance health;
- To advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or and the efficiency and effectiveness of charities);
- To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage;
- To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;

VISION

East Ayrshire Leisure's vision reflects the vision of the Community Planning Partnership i.e. to help East Ayrshire become:

“An area full of life, with a strong cultural, sporting and natural identity which reflects the unique character of the place and its people; an area where cultural, sport and countryside activities play a central role in social, economic and urban/rural development; an area where new and creative initiatives across the cultural, sporting and countryside fields flourish, for the benefit of both residents and visitors.”

MISSION

“To provide and support high quality, innovative, cultural, sports, countryside and community services for the benefit of East Ayrshire residents and visitors to the area, which meet the council’s social, cultural, environmental and economic objectives.”

VALUES

East Ayrshire Leisure’s core values will be based on being:

- Collaborative and Creative
- Innovative and Inspirational
- Proactive and Professional
- Open and Honest
- Passionate and Proud

The principles by which we operate and carry out our business will be driven by a desire to do what is best for the community and in so doing:

- We will be driven by a commitment to deliver high quality services for the people of East Ayrshire
- Creativity and innovation will be at the heart of our thinking
- We will build partnerships and thrive on collaboration
- We will invest in the formation of a highly motivated, customer focused and skilled workforce
- We will promote equality, access and diversity across our programmes
- We will deliver safe services and manage finances efficiently and effectively

THE BOARD OF TRUSTEES

A Board of 13 Trustees is responsible for providing strategic direction for the organisation. The 13 Trustees comprise:

- 6 Independent Trustees – one of whom is a Trade Union nominee
- 5 Councillor Trustees, nominated by East Ayrshire Council
- 2 Council Officer Trustees nominated by East Ayrshire Council to act as Trustees, but without voting rights.

TRUST SERVICES

East Ayrshire Leisure is responsible for facilities and services across a broad Culture, Countryside, Sport and Community remit.

The range of facilities managed by East Ayrshire Leisure has been subject to change since July 2013 as the Council has undertaken a programme of Community Asset Transfer and Asset Rationalisation. This process will continue throughout the 2016/19 and the facility remit should reduce significantly as the Council transfers buildings to community management. Ongoing change in the scope of facilities is recognised and accommodated in this Business Plan. Appendix I shows those facilities to be permanently retained by East Ayrshire Leisure, those which are expected to transfer or be replaced before March 2019, and those for which the East Ayrshire Leisure is responsible for taking bookings and receiving income. This list will be subject to change during the term of the Business Plan.

Brief Service Descriptions

- **Cultural Services**
This service manages Libraries, Museums, Galleries, the Palace Theatre/Grand Hall complex and Cumnock Town Hall. The service is responsible for museum collection management, arts and cultural development, reader development and local and family history services.
- **Countryside Services**
This service manages Dean Castle Country Park, the River Ayr Way and footpath networks across East Ayrshire. The service is responsible for Countryside Access, events, programme development at Dean Castle Country Park and outdoor education. Golf Course management is also included in this remit.
- **Sport & Community Venues**
This service manages Sports and Leisure Centres, Games Hall, Community Halls, Sports Pitches and the Ayrshire Athletics Arena. The service is responsible for programme development, community sports hubs, sports development and events.
- **Marketing & Development**
This service manages all publicity and promotional activity, communications, public relations, branding, corporate identity, web development and digital communication and strategy, market research, customer feedback and complaints handling, sponsorship and fundraising.
- **People & Finance (Central Support)**
This service is responsible for administration, OSCR compliance, financial management/budget monitoring, Human Relations, Information Management, Health and Safety, Freedom of information, credit control, cash receipting and staff training and development.
- **Agreements with East Ayrshire Council**
A series of agreements underpin East Ayrshire Leisure's relationship with the Council. Services Agreements are in place to cover support services that the Council provides

for the Trust i.e. Health and Safety, Internal Audit. Payroll etc. A Services and Finance Agreement is in place to cover the services which the Council expects the Trust to deliver, including the facilities for which the Trust is responsible.

In addition, a Collections Agreement covers how the Council's museum collections will be managed by East Ayrshire Leisure and an Asset Transfer Agreement covers the ownership of assets required to support the delivery of services which are the responsibility of the Trust.

STAFF PROFILE

DETAILS TO FOLLOW

	No of Staff	No of FTE Staff
Cultural Services		
Countryside Services		
Sport and Community Venues		
Marketing and Development		
People and Finance		

- **Organisational Charts**

Appendix 2 shows the management and staff structure to be introduced to deliver the requirements of the revised Business Plan. The organisational charts highlight where interim arrangements are required to support the ongoing delivery of services while the CAT/AR programme progresses. The number of temporary facilities necessitate the use of an interim management structure, however, this will be kept under review throughout the term of the Business Plan and the permanent structure will be introduced as soon as possible.

FINANCIAL PROFILE

East Ayrshire Leisure receives funding from East Ayrshire Council to support the delivery of an agreed range of services. Significant savings were generated from the transfer to Trust services and it is expected that further savings will be required during the term of this Business Plan.

East Ayrshire Leisure also generates income from charges for services and has the ability to submit bids for funding from a wide range of external bodies.

The agreed baseline budget for 2016/17 is set out below:

	2016/17 £
Baseline Budget (excl Savings)	6,071,600
Savings Target	(650,000)
Baseline Budget	5,421,600
Additional Savings Target	(229,000)
Baseline Budget (after Savings)	5,192,600

Baseline budgets for 2017/18 and 2018/19 are still to be determined.

As savings are required, the Board will review the scope of facilities it currently manages and put forward proposals to East Ayrshire Council.

ASSETS AND RESOURCES

Properties

East Ayrshire Leisure has 25 year leases in place for each of its properties. These properties continue to be in the ownership of East Ayrshire Council and the Council remain responsible for repair and maintenance.

The stock of properties is currently under review and the Council's Asset Rationalisation and Community Asset Transfer programmes, alongside East Ayrshire Leisure's own service review and redesign proposals will see the number of properties managed by the Trust reduce through 2016-19.

The Council has a major capital investment programme and there are projects being developed, particularly new school campuses that may see new community facilities built that will become the responsibility of East Ayrshire Leisure in due course.

Capital Programme

In terms of current capital programme schemes there are two which will be implemented during the term of this plan; these relate to Dean Castle and Dean Castle Country Park and both projects which will improve, repair and regenerate facilities if external funding is awarded.

Equipment

East Ayrshire Leisure has access to a wide range of specialist equipment and vehicles that support service delivery, including mobile libraries, grounds maintenance equipment, computers and sports equipment. Ownership of equipment did not transfer in July 2013 and rests with East Ayrshire Council. Inventories that clearly show ownership of equipment are now being kept as items purchased by the Trust belong to the Trust, not the Council.

Museum Collections

East Ayrshire Council owns significant museum collection assets which are held within its museums, libraries and archives and is responsible for the management and maintenance of any assets given on loan. East Ayrshire Leisure has been granted licence to use these assets through the Collections Agreement and will maintain and preserve them on behalf of the Council.

STRATEGIC CONTEXT

EAST AYRSHIRE COMMUNITY PLAN

The Community Plan is recognised as the sovereign planning document for the East Ayrshire area, providing the overarching strategic policy framework for the delivery of services by all partners.

The updated Community Plan for East Ayrshire was published in 2015 and covers the period 2015-2030. The new plan provides a clear focus on local priorities, and it is important that East Ayrshire Leisure plays its part in delivering the outputs and outcomes of the Community Plan and contributes to monitoring progress towards the vision for the area detailed in the plan.

LEISURE SERVICES

East Ayrshire Leisure is responsible for developing and delivering strategies on behalf of East Ayrshire Council and for advising the Council on development of policy in relation to all aspects of cultural, countryside and sports provision in its broadest sense.

The following key areas of legislation have allowed East Ayrshire Council to develop policies and strategies that in turn drive high quality Leisure services provision:

The Local Government Scotland Act 2003 gives Councils renewed powers and responsibilities, including, the power to advance well-being (considering economic, social and environmental influences on a community). Much of the work of Leisure Services is aimed at promoting community wellbeing and improving the quality of life in East Ayrshire.

There is scope within this legislation to use innovative means to address local challenges. For example, the use of sport, play and activity to combat poor health; walking and well maintained parks and open space to improve perceived quality of life and appreciation of the environment; sport as diversion from anti-social behaviour; Libraries to help gain qualifications; arts and museums to learn about culture and history.

The Local Government and Planning (Scotland) Act 1982; sections 14 to 17. Section 14(1), as amended by Section 128 of the Local Government etc (Scotland) Act 1994 gave Councils powers to “ensure that there is an adequate provision of facilities for the inhabitants of the area for recreational, sporting, cultural and social activities”.

The Public Libraries Consolidation (Scotland) Act 1887, section 10, gives local authorities power to purchase, rent or construct libraries, museums and galleries, and to maintain and furnish those buildings. Section 21 gives authorities power, amongst other things, to purchase books, works of art, maps and other articles, to lend out books and other items and to preserve and sell books and other items. The Act also requires local authorities to “*manage, regulate and control all libraries or museums or galleries*” and creates restrictions as to how they may charge for these facilities.

The Local Government (Scotland) Act 1973, in section 163(2), places local authorities under a duty to "secure the provision of adequate library facilities for all persons resident in their area".

The Local Government etc. (Scotland) Act 1994, section 53, requires local authorities to make "proper arrangements" for the preservation and management of their records, in consultation with the Keeper of the Records of Scotland. Section 54 addresses the use, acquisition and disposal of records (which will include culturally significant archives). Section 54(1)(d) in particular gives authorities power to hold exhibitions of records and conduct lectures about them.

Land Reform (Scotland) Act 2003 provides for a right of access to land for recreational and educational activity among other things. The act also puts an onus on responsible access. Thus access rights are responsible, "if they are exercised so as not to cause unreasonable interference with any of the rights (whether access rights, rights associated with the ownership of land or any others) of any other person". There is also a reciprocal onus on land owners:

It is the duty of every owner of land in respect of which access rights are exercisable:

"to use and manage the land; and otherwise to conduct the ownership of it, in a way which, as respects those rights, is responsible."

Additionally, "it is the duty of the local authority to assert, protect and keep open and free from obstruction or encroachment any route, waterway or other means by which access rights may reasonably be exercised".

Equality

All East Ayrshire Leisure services also have a duty to comply with relevant equalities legislation, including the Human Rights Act 1998 and the Equality Act 2010.

Health and Safety Legislation/Policy

All services have a duty to comply with, where appropriate:

- Health and Safety at Work Act (1974)
- Use of Work Equipment Regulations (1998)
- EAC Corporate Policy on Health, Safety and Welfare (2008)
- The Environmental Noise Regulations (2006)
- The Management of Health and Safety Regulations (1999)
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) (1995)
- Noise at Work Regulation

STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE ONE - To be recognised as a provider of high quality services and facilities that are well used

This Strategic Objective focusses mainly on gaining recognition from our customers and accreditation bodies.

Being recognised by a range of other bodies i.e. partners, the wider community and media will also be important, but over the next three years, East Ayrshire Leisure will focus on gaining recognition from those outlined above, and the other bodies would come in time.

Other measures of success were explored e.g. number of repeat visitors, number of people on mailing lists and social media engagement but it was felt that they were either less important or could be difficult to measure accurately.

STRATEGIC OBJECTIVE TWO – To enhance people’s health and wellbeing

This Strategic Objective focusses on encouraging participation and attendance across all service areas with particular emphasis being placed on young people (12-25 years), older people (60+ years) and those with physical, sensory or learning disabilities.

Success in these areas could contribute to improving lifelong learning in East Ayrshire as it would help people improve their skills (physical, artistic) and knowledge (cultural, reading). It would also support communities, especially those with disengaged young people and isolated older people and would contribute to safer communities by engaging with young people.

STRATEGIC OBJECTIVE THREE – To enhance East Ayrshire’s Tourism Offer

Strategic Objective Three recognises that East Ayrshire Leisure contributed substantially to the tourism offer of East Ayrshire, managing the main tourist attractions within the area. These encompass countryside, walking and path networks, a country park and castle, cultural and heritage programmes and a range of large-scale sporting events.

Success in this objective would mean East Ayrshire Leisure is enhancing the local economy and also promoting the link between communities and their social history. It would also encourage those people who might otherwise look to Glasgow for their culture and recreation to engage in their local area.

STRATEGIC OBJECTIVE FOUR – To be recognised as an employer of choice

This Strategic Objective recognises that our staff are our greatest resource and investment into staff training and development is crucial. This objective focusses on attitudes of staff and partners including the Trade Unions and educational establishments. Outputs include the development of a new staff recognition scheme and a pro-active approach to gaining more apprenticeship and work placements opportunities within the organisation.

It is noted that success in this objective will mean staff will become advocates of East Ayrshire Leisure, will feel valued and acknowledge the investment in their professional development.

ACTION PLAN 2016 – 2019

STRATEGIC OBJECTIVE ONE – TO BE RECOGNISED AS A PROVIDER OF HIGH QUALITY/VALUED SERVICES AND FACILITIES					
ACTION NO	ACTION	BASELINE	TARGET	OUTCOME	FREQUENCY OF PROGRESS REPORT
EAL 1.1	Increase Customer Satisfaction levels	<ul style="list-style-type: none"> • Carry out baseline survey across core venues during Sept/Oct 2016 	Show annual customer satisfaction improvements each year of Business Plan	Enhanced reputation and repeat visits to/usage of our facilities/services	Annually
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<ul style="list-style-type: none"> • Xxx attendance 2015/16 • Xxxx ticket sales 2015/16 • xxx visits to www.futuremuseum.co.uk • xxx visits to www.eastayrshireleisure.com 	Increase levels of attendance and ticket sales by 1% each year of business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	Increase number of people using service and increase income streams to support programme.	Every 6 months
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards	2014/15 Visit Scotland: 4 star: Doon Valley Museum 3 star: Dick Institute 4 star: Baird Institute 4 star: Dean Castle and Country Park 4 star: Burns House Museum	Visit Scotland: 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum	Achieve/maintain 4/5 star rating for all of our cultural/heritage attractions during life of business plan.	Annually
		Arts Council England Museum Accreditation: Dean Castle/Baird Inst/Doon Valley/Burns House/Dick Institute	Arts Council England Museum Accreditation: Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained.	Maintain our museum Accreditation standard for each facility demonstrating high quality service.	Annually
		Collection Significance: Musical Instrument/Burns Collections	Collection Significance: Musical Instrument/Burns Collections maintained.	Maintain our Collection Significance status for Dean Castle musical instrument collections and Burns collections demonstrating national importance of collection.	Annually

				Demonstrate continuous improvement across service area	
		How Good Is Our Public Library Service (HGIOPLS): working towards introducing to service.	HGIOPLS: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	Continue to deliver European Computer Driver Licence (ECDL0 across our libraries.	Annually cycle of inspections and reports.
		British Computer Society Audit (BCSA) accredited	BCSA: Maintain accreditation	Achieve/maintain accreditation for Sports Venues during life of business plan. Demonstrating quality of facility and programme delivery.	Annually
		UKA Classification I (Ayrshire Athletics Arena)	UKA: Maintain Certification at Ayrshire Athletics Arena	Demonstrate the we meet industry standards	5 years
		FIFA Quality Concept For Football Turf 1 Star	FIFA: Certification of all Synthetic Grass Pitches	Demonstrate that we meet high environmental standards across our key areas of green space.	4 years
		RLSS Approved Training Centre	Maintain status as RLSS Approved Training Centre	Demonstrate that we meet industry standards.	Annually
		Green Flag: working towards achieving.	Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	Demonstrate that the facilities meet industry standards.	Annually
		UKactive: Working towards membership	UKactive: achieve membership criteria	Demonstrate that the facilities meet industry standards.	Annually

EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Creative Scotland, HLF, BIG Lottery, Scottish Library & Information Council, Scottish Natural Heritage, SportsScotland, National Governing Bodies of Sport, Sporta Sports Council, National Museums and Galleries Scotland, Museums Galleries Scotland, Historic Environment Scotland, Tate , Future Museum, Culture Republic.	Maintain current partnership network.	Maintains our reputation as a high profile/quality service provider across cultural/countryside/sport	Annually
EAL 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	2016/17 monitor to provide baseline information	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	Facilities/venues continue to provide a high quality visitor experience, whilst also being environmentally friendly.	Annually

STRATEGIC OBJECTIVE TWO – TO ENHANCE PEOPLE’S HEALTH AND WELLBEING THROUGH PARTICIPATION

ACTION NO	ACTION	BASELINE	TARGET	OUTCOME	PROGRESS
EAL 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> 2015/16 as baseline 	<ul style="list-style-type: none"> Increase participation levels by 1% each year during life of business plan. 	Participatory programmes provide positive mental and physical wellbeing outcomes.	Annually
EAL 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> 2016/17 survey commissioned to determine baseline usage. X partnerships currently in place (2015/16 Baseline) X number of initiatives in place to support access for young people. (2015/16 Baseline) Introduce project based impact assessments for each new project to create baseline. 	<ul style="list-style-type: none"> Increase by 1% each year number of young people using our service areas. Raise £50K external funding during life of Business Plan to support programmes aimed at young people. Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes. Offer reduced cost/free access to facility/project use for targeted groups of young people. Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<p>Programmes provide positive mental and physical wellbeing outcomes.</p> <p>Young people become more active participants/ visitors to/users of East Ayrshire Leisure facilities/programmes.</p>	Annual and on conclusion of projects

EAL 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> • Develop improvement plans for our facilities by 2016/17 • Audit all marketing/publicity materials 2016/17 	<ul style="list-style-type: none"> • Apply audit findings where appropriate, in 2017/18/19 • Support people using our facilities/programmes with mixed ability needs. 	Increase opportunities for people with physical, sensory or learning disabilities to participate in programmes and/or to visit our venues/become more active.	Annual and on conclusion of projects
EAL 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> • Commission survey to determine baseline usage 2016/17 	<ul style="list-style-type: none"> • Increase by 1% attendance by older people at our programmes and facilities. • Ensure we have programmes that are attractive to older users. • Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 • Develop and maintain partnerships each year to support older people centred programmes. 	<p>Programmes provide positive mental and physical wellbeing outcomes.</p> <p>Older people become more active participants/ visitors to/users of East Ayrshire Leisure facilities/programmes.</p>	Annual and on conclusion of projects

STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE’S TOURISM OFFER

ACTION NO	ACTION	BASELINE	TARGET	OUTCOME	PROGRESS
EAL 3.1	Increase visitor attendance at our key tourist attractions: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> • 2015/16 as baseline 	<ul style="list-style-type: none"> • Increase levels of attendance and ticket sales by 1% each year of Business Plan. Continue to invest in programme development. • Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. • Submit external funding to support tourism development across our facilities/venues. • Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes. 	<p>Increase number of people using service and increase income streams to support programme.</p> <p>Raise the profile of the area and create sense of place and pride.</p> <p>Improve our tourism infrastructure and special event programme.</p> <p>Increased number of Sports Events across priority areas including Athletics</p>	6 monthly
EAL 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> • 4 groups worked with in 2015/16 	<ul style="list-style-type: none"> • Work with 4 groups each year to support community development and to harness local knowledge. 	Increase engagement with East Ayrshire’s history and add value to collections and future exhibitions.	Annually

STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

ACTION NO	ACTION	BASELINE	TARGET	OUTCOME	PROGRESS
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> • 2016/17 introduce staff satisfaction survey. • 4% absence levels in 2015/16 • Low levels of formal Grievances submitted by staff 	<ul style="list-style-type: none"> • Respond to survey findings. • Maintain constructive relationship with Trade Union – 6 meetings annually. • Increase the use of EAGER working towards 85% uptake by 2018/19. • Maintain absence to below acceptable level of 4% • Continue to achieve low levels of formal Grievances 	<p>Staff feel valued and are happy at work.</p> <p>East Ayrshire Leisure is perceived as being a positive, creative and empowering employer.</p>	Annually/quarterly
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> • Establish 16/17 as baseline year 	<ul style="list-style-type: none"> • 6 Modern Apprenticeships during life of Business Plan subject to funding. • 10 work placements during life of Business Plan • 3 interns during life of Business Plan. • Volunteers increase by 2% each year. 	<p>East Ayrshire Leisure is regarded as being and employer of choice for young people, with career progression opportunities.</p> <p>East Ayrshire Leisure is seen as being a valued destination by students and partner organisations.</p> <p>People see East Ayrshire Leisure as a volunteer destination.</p>	Review Annually

EAL 4.3	Advance staff through training and development	<ul style="list-style-type: none"> • Establish baseline 15/16 	<ul style="list-style-type: none"> • Increase the use of EAGER working towards 85% uptake • Develop training matrix for all service areas • Develop bespoke e-learning modules and training courses • Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	Staff feel valued and acknowledge investment in their professional development.	Review Annually
---------	--	--	---	---	-----------------

PERFORMANCE MANAGEMENT

Performance will be monitored by the Trust Board and an Annual Performance report must be submitted to East Ayrshire Council.

Quarterly Performance reports are submitted to the Performance and Audit Sub-Committee before consideration by the Trust Board.

Performance is monitored across a range of indicators relating to Finance, People, Attendances, Customers and Health and Safety.

The Trust Board regularly reviews the content of the Performance Report, and the requirements of the Trust Board and the Council are taken into account as the format is reviewed.

CONSULTATION

Customer Satisfaction Analysis

As outlined in East Ayrshire Leisure's Marketing Plan, customer feedback is vital for a number of reasons; future business planning, understanding our customers and showing them we care about their opinion, satisfying external funders as well as identifying trends and areas for concern.

We currently use various methods for gathering customer feedback throughout the organisation and this will continue throughout the life of the new Business Plan.

The Marketing & Development section collate all comments, enquiries, suggestions and complaints and report on these monthly within the Communications Reports and quarterly within East Ayrshire Leisure Performs reports. Communications Reports are distributed to Team Leaders and fed back to staff teams.

Customer feedback is key to business development and all Team Leaders /Managers need to ensure they are using the information provided by the Marketing & Development team to take action where required, inform programme development and future service strategies. Customer engagement will be used as a continuous method for evaluating success and identifying any areas for improvement.

Methods we use on an on-going basis include:

- **'How did we do?' feedback forms for event evaluation**
These forms are handed out following events/activities to gather customer feedback. The form is also used to gather very basic demographic information i.e. gender, age and postcode. We keep questions to a minimum to avoid discouraging repeat customers.
- **Comments cards for formal comments/complaints**
These cards are available at all venues and should be easily accessible to customers, for example displayed on front desks. The comments cards can be used when customers wish to raise a more formal complaint and can either be handed back to the staff or sent directly to the Marketing & Development team where it will be logged and processed for action if required.
- **Visitor books**
Visitor books are used within gallery and museum spaces to record customer comments. Often these books are a good method for gathering feedback from tourists. These comments are collated monthly and logged with the Marketing & Development department.
- **Staff logging of comments, suggestions, enquiries etc**
We devised a staff 'logging form' and set up an internal email address so all staff could submit any positive comments, suggestions or enquiries which they receive in person. Staff are actively encouraged to gather informal feedback wherever possible and discuss any issues/ideas at team meetings.

- **Funtastic parties evaluation**

We use a more in-depth questionnaire to analyse customer satisfaction regarding our Funtastic parties, and everyone who books a party is asked to complete a survey. We ask them to rate various aspects including the staff, party content and value for money.

- **Net Promoter Score (NPS)**

NPS is a basis for measuring customer loyalty, serving as an alternative to lengthy customer surveys which can be off-putting and lessen customer engagement.

The key concept behind NPS is understanding customer behaviour i.e. the willingness of customers to recommend a company's products or services to others.

Customers are asked to gauge how likely it is that they would recommend our organisation (or venue) to a friend or colleague using a scale of 1 to 10, with 1 being 'not at all likely' and 10 being 'extremely likely'.

Based on their answers customers are then classified as follows:

- **Detractors:** unhappy customers who can damage the brand by not positively promoting the services
- **Passives:** satisfied but unenthusiastic customers who are vulnerable to competitive offerings
- **Promoters:** they are loyal enthusiasts who love the service provided and refer others.

NPS is calculated by subtracting the percentage of 'Detractors' from the percentage of 'Promoters.' This then gives us a clear measure of our performance through customers' eyes, forming the basis of continual performance evaluation and enabling the facility managers to develop actionable strategies if/where required, to positively influence future scoring.

It is proposed that we roll-out NPS analysis across all our service areas.

- **Online**

The homepage of our website eastayrshireleisure.com has a 'feedback' button which takes customers to an online form which they can complete and submit. This inbox is monitored during office hours and all comments are logged and sent to appropriate Team Leaders/ Managers as required.

Methods we use on an ad-hoc basis include:

- **In-depth project evaluation**

Often, externally funded projects/events require more specific data-capture to satisfy the funding body, for example, how far did people travel to the event, how long did they stay in the area when visiting etc. These surveys are carried out on an as-an-when required basis.

We also carry out in-depth project evaluation when we launch a new project/pilot.

ADDITIONAL DATA

Annual Survey

It is proposed that we will carry out an annual customer survey to gauge satisfaction levels, with the inaugural survey taking place Sept/Oct 2016. This survey will take an in-depth look at all aspects of our services ranging from venue-based questions to staffing and programming.

We will work with Culture Republic to devise this questionnaire, ensuring we capture any industry-standard data. This survey will be analysed externally.

Target Groups

In addition, we will need to devise a simple method for recording the data outlined in the new Business Plan which requires us to identify particular target markets i.e. young people (12-25), older people (60+) and customers with physical, sensory or learning support needs.

Staff satisfaction analysis

It is proposed that we will conduct a staff satisfaction survey annually, with the inaugural survey taking place Sept/Oct 2016. This survey will give employees the opportunity to rate various aspects of East Ayrshire Leisure from an employee's point of view, and allow comment on topics such as Health & Safety, staff development opportunities, training, communication etc. In line with our new Strategic Objective 4: 'To be recognised as an employer of choice', the survey could also include staff NPS i.e. staff are asked if they would recommend East Ayrshire Leisure as an employer to friends and family. The Employee Survey would be conducted and analysed by an external partner.

RISK MANAGEMENT

East Ayrshire Leisure will manage risk in a proactive manner by prioritising areas of concern and addressing them on an ongoing basis. The Board reviews its Risk Register on a regular basis with the Register submitted for approval annually and then monitored through the quarterly performance reporting process.

Risk - this column lists areas of major concern for East Ayrshire Leisure that could damage its credibility or its ability to trade.

Risk rating - this column records the rating placed on each risk, this is judged according to current knowledge and experience that the assessor has in the area of concern and may be altered once specialists in the specific field have been consulted, The score should range from 0 (lowest risk) to 5 (highest risk). Risk ratings should consider both the likelihood and impact of the risk.

Priority - the assessor should indicate whether actions on the risk are urgent or not using the indicators of **high, medium or low**.

Reason for risk rating and priority - the assessor should explain why the risk exists and if appropriate why the Priority indicator has been assessed at the level set against each risk.

Strengths/Weaknesses/Actions - The assessor should identify systems and processes that are in place to reduce the risk and/or weaknesses that enhance the risk and any associated actions that can/will be put in place.

DRAFT TO BE UPDATED BY P&ASC – TO FOLLOW

REPORT TO BOARD OF TRUSTEES



CHARGES FOR SERVICES 2016/17

Date: 1 March 2016

Agenda Item: 7

Report by: John Griffiths, Chief Executive

Summary

This report puts forward proposals for the charges for services for 2016/17.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2016/17 schedule of charges for Board consideration and approval.

2. CHARGES FOR SERVICES 2016/17

- 2.1 Charges across all service areas have been reviewed by Managers and Team Leaders and the proposed schedule of charges is shown as Appendix I to this report. Services continue to operate in difficult market conditions and the proposed charges seek to offer an appropriate balance reflecting value for money for customers, the need to consider the cost of service provision and accessibility to services for all sections for the community. A target for increased income of £22k for 2016/17 is included within the budget projections for 2016/17, it is expected that this target will be achieved with the introduction of the new charges.
- 2.2 Wherever appropriate charges have been rationalised to reduce the number of individual charges, and in particular to standardise charges within Sport and Cultural Services however, this is an ongoing process which will continue in future years.
- 2.3 Charges for use of schools and community facilities are set by East Ayrshire Council and are currently under review. These will be updated as soon as the Council has approved the revised charges for this area of our operation.
- 2.4 In relation to season ticket and pay and play charges, as a result of planned works around wayleave access for drainage installation by Scottish Water, Annanhill Golf Course will operate as a 9 hole course from October 2016 - March 2017. Detailed plans for work commencing are still under development, however several areas of the course will be restricted with open trenches and drain installations taking place. During this period, season ticket holders and pay and player golfers will still be able to play competition golf over 18 holes by repeating the 9 holes available.

East Ayrshire Leisure will receive £20,000 from the contractor commissioned to complete this project and this is to support any loss of income during this period. It is proposed that season ticket and pay and play charges are reduced due to course restrictions in place for the coming golf season.

Proposed New Golf Charges 2016-2017

Season Ticket - Adult Current Charge £295	15 % discount applied £251
Season Ticket - Concession (incl 16-21) £110	15% discount applied £94
Season Ticket - U16 £80	15% discount applied £68

REPORT TO BOARD OF TRUSTEES



Winter Season Tickets £157.00	15% discount applied £134
Winter Season Ticket Concession (incl 16-21) £62.00	15% discount applied £53
Winter Season U 16 £50	15% discount applied £43
Winter Pay and Play (18 hole) £13.50	15% discount applied £11
Winter Pay and Play (9 holes only) £10.50	15% discount applied £9

3. FINANCIAL IMPLICATIONS

3.1 The proposed schedule of charges for 2016/17 would generate increased income of £22,000 across all service areas.

4. HUMAN RESOURCE IMPLICATIONS

4.1 There are no major human resource implications arising directly from this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising directly from this report.

Recommendations:

It is recommended that the Trust Board:

- i. Consider and approve the schedule of charges attached as Appendix IA; and
- ii. Otherwise note the contents of the report.

Signature:

A handwritten signature in black ink, appearing to be 'J. Gill'.

Designation: Chief Executive

Date: 16 February 2016

APPENDICES

Appendix I – Charges for Trust Services 2016/17

Department / Service	Type of Charge	Current Charging Structure	2015/2016	2016/2017		NOTES
			Gross Charge	% Uplift for 2016/17	Gross Charge	
Cultural/Sports & Community Venues Hall Hire	Hall Hire - Large	Per hour or part thereof	£ 70.00	0.00%	£ 70.00	concessions apply as per letting policy
Cultural/Sports & Community Venues Hall Hire	Hall Hire - Medium	Per hour or part thereof	£ 56.00	0.00%	£ 56.00	concessions apply as per letting policy
Cultural/Sports & Community Venues Hall Hire	Hall Hire - Small	Per hour or part thereof	£ 46.00	0.00%	£ 46.00	concessions apply as per letting policy
Cultural Development	East Ayrshire Youth Theatre - Kilmarnock	Per term (11 weeks in a term)	£ 56.00	7.14%	£ 60.00	
Cultural Development	East Ayrshire Youth Theatre Junior - Kilmarnock	Per term (11 weeks in a term)	£ 34.00	5.88%	£ 36.00	
Palace Theatre	Auditorium Additional Access (Fri-Sat 0900-2300)	Per hour or part thereof	£ 75.00	0.00%	£ 75.00	* with additional 1 x Tech staff. Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Palace Theatre	Auditorium Additional Access (Mon-Thurs 0900-2300)	Per hour or part thereof	£ 60.00	0.00%	£ 60.00	* with additional 1 x Tech staff. Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Palace Theatre	Auditorium Performance Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	£ 680.00	0.00%	£ 680.00	* with additional 1 x Tech staff. Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Palace Theatre	Auditorium Performance Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	£ 545.00	0.00%	£ 545.00	* with additional 1 x Tech staff. Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Palace Theatre	Auditorium Rehearsal Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	£ 430.00	0.00%	£ 430.00	* with additional 1 x Tech staff. Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Palace Theatre	Auditorium Rehearsal Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	£ 315.00	0.00%	£ 315.00	* with additional 1 x Tech staff. Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Grand Hall	Auditorium Additional Access (Fri-Sat 0900-2300)	Per hour or part thereof	£ 112.00	0.00%	£ 112.00	Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Grand Hall	Auditorium Additional Access (Mon-Thurs 0900-2300)	Per hour or part thereof	£ 82.00	0.00%	£ 82.00	Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Grand Hall	Show Charges - 12 hrs (Fri-Sat 0900-2300)	First 12 hours access or part thereof	£ 1,436.00	0.00%	£ 1,436.00	Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Grand Hall	Show Charges - 12 hrs (Mon-Thurs 0900-2300)	First 12 hours access or part thereof	£ 1,103.00	0.00%	£ 1,103.00	Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Grand Hall	Show Charges - 7 hrs (Fri-Sat 0900-2300)	First 7 hours access or part thereof	£ 997.00	0.00%	£ 997.00	Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Grand Hall	Show Charges - 7 hrs (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	£ 777.00	0.00%	£ 777.00	Due to new HMRC rules these charges are now vatable, decision made to increase 5% at six monthly intervals.
Dean Castle Country Park	Auditorium	Full day	£ 175.00	0.00%	£ 175.00	
Dean Castle Country Park	Auditorium	Half day	£ 115.00	0.00%	£ 115.00	
Dean Castle Country Park	Commercial use of Country Park	Annual Fee	£ 180.00	11.11%	£ 200.00	Commercial - eg Boot Camps. Standardise with Gala/Festival rate
Dean Castle Country Park	Evening Rates	+£25 per hour	£ 110.00	0.00%	£ 110.00	Evening Rates - outwith Room Hire 9am - 5pm
Dean Castle Country Park	Events / Festivals	Half day (max 4hrs)	£ 85.00	5.88%	£ 90.00	
Dean Castle Country Park	Events / Festivals	Full day (max 8hrs)	£ 110.00	9.09%	£ 120.00	
Dean Castle Country Park	Junior Ranger Club/Squirrel Club	Annual Fee	£ 25.00	20.00%	£ 30.00	Based on standardised session rates for sport
Dean Castle Country Park	Ranger Activities	per child			£ 3.00	Standardise with Sport for children activity sessions
Dean Castle Country Park	Room Hire - Small - Boyd Room	Full day	£ 100.00	0.00%	£ 100.00	
Dean Castle Country Park	Room Hire - Small - Boyd Room	Half day	£ 70.00	0.00%	£ 70.00	
Dean Castle Country Park	Room Hire -Large - De Walden Room/Glencairn Room	Full day	£ 185.00	0.00%	£ 185.00	
Dean Castle Country Park	Room Hire -Large - De Walden Room/Glencairn Room	Half day	£ 120.00	8.33%	£ 130.00	
Dean Castle Country Park	Room Hire - Medium - Scott Ellis Room	Full day	£ 130.00	0.00%	£ 130.00	
Dean Castle Country Park	Room Hire - Medium - Scott Ellis Room	Half day	£ 80.00	0.00%	£ 80.00	
Dean Castle Country Park	School Holiday Activities	per child	£ 2.00	50.00%	£ 3.00	Standardise with Sport for children activity sessions
Dean Castle Country Park	Special Events - Grotto	per child	£ 6.00	0.00%	£ 6.00	
Dean Castle Country Park	Special Events - Mrs Claus	per child	£ 4.00	0.00%	£ 4.00	
Dean Castle Country Park	Weddings		£ 400.00	0.00%	£ 400.00	
Libraries	Advanced ECDL - self study	per module	£ 50.00	0.00%	£ 50.00	
Libraries	Advanced ECDL - tutor supported	per module	£ 95.00	0.00%	£ 95.00	
Libraries	Braille Printing from electronic format (registered blind)	per sheet	£ 0.10	0.00%	£ 0.10	free entitlement for Reg blind users within Ayrshire up to 50 copies
Libraries	DVD Hire - Blockbuster no concessions	per 2 days	£ 2.40	-16.67%	£ 2.00	price reduction to stimulate issues
Libraries	DVD Hire - Boxed Set (older stock)	per 2 weeks	£ 2.40	-16.67%	£ 2.00	price reduction to stimulate issues
Libraries	DVD Hire - Boxed Set (older stock) - Concession	per 2 weeks	£ 1.20	-16.67%	£ 1.00	price reduction to stimulate issues
Libraries	DVD Hire - Boxed Set new releases	per 2 weeks	£ 4.80	-16.67%	£ 4.00	price reduction to stimulate issues
Libraries	DVD Hire - Boxed Set new releases - Concession	per 2 weeks	£ 3.60	-16.67%	£ 3.00	price reduction to stimulate issues
Libraries	DVD hire (including Blu-ray) - Concession (New stock)	per item	£ 1.00	0.00%	£ 1.00	
Libraries	DVD hire (including Blu-ray) - Concession (Older Stock)	per item	£ 0.60	-16.67%	£ 0.50	price reduction to stimulate issues
Libraries	DVD hire (including Blu-ray) Adult (new stock)	per item	£ 1.80	-16.67%	£ 1.50	price reduction to stimulate issues
Libraries	DVD hire (including Blu-ray) Adult (older Stock)	per item	£ 0.76	-1.32%	£ 0.75	price reduction to stimulate issues
Libraries	ECDL - self study	whole course	£ 110.00	0.00%	£ 110.00	
Libraries	ECDL - tutor supported	whole course	£ 200.00	0.00%	£ 200.00	
Libraries	Fax - incoming	per sheet	£ 0.60	-16.67%	£ 0.50	Price reduction to stimulate use
Libraries	Fax - Outgoing non- UK	per sheet	£ 2.20	-9.09%	£ 2.00	(Europe, USA, Rest of world) price reduced to stimulate use
Libraries	Fax - Outgoing UK	per sheet	£ 1.44	4.17%	£ 1.50	
Libraries	Fines Adult	per day, per item	£ 0.12	-16.67%	£ 0.10	reduced opening hours will mean less access for stock to be returned
Libraries	Fines Concession	per day, per item	£ 0.06	-16.67%	£ 0.05	reduced opening hours will mean less access for stock to be returned
Libraries	In-house ICT Courses - Basic Computing & Next Steps Computing - 9 weeks		£ 15.00	0.00%	£ 15.00	
Libraries	In-house ICT Courses -Basic Computing & Next Steps Computing - 9 weeks - Concession		£ 10.00	0.00%	£ 10.00	
Libraries	Inter Library Loans	per item	£ 6.00	0.00%	£ 6.00	Prices set by British Library
Libraries	Jute bags		£ 3.00	0.00%	£ 3.00	
Libraries	Jute bags/8 items borrowed		£ 2.40	0.00%	£ 2.40	
Libraries	Learning Centre Hire - Business, Professional, Commercial	Full day	£ 100.00	0.00%	£ 100.00	
Libraries	Learning Centre Hire - Business, Professional, Commercial	Half day	£ 60.00	0.00%	£ 60.00	
Libraries	Learning Centre Hire - Community Groups / Council Departments	Staff Costs			£ -	
Libraries	Magnifying sheets/each		£ 2.35	0.00%	£ 2.35	
Libraries	Maximum Fine	per item	£ 5.40	-7.41%	£ 5.00	reduced opening hours will mean less access for stock to be returned
Libraries	Maximum Fine - Concessions	per item	£ 2.70	-7.41%	£ 2.50	reduced opening hours will mean less access for stock to be returned
Libraries/Museums Heritage	PC printout/photocopy black & white A3	per item			£ 0.20	
Libraries/Museums Heritage	PC printout/photocopy black & white A4	per item			£ 0.10	

Department / Service	Type of Charge	Current Charging Structure	2015/2016		2016/2017		NOTES
			Gross Charge	% Uplift for 2016/17	Gross Charge		
Libraries/Museums Heritage	PC printout/photocopy colour A3	per item			£ 1.00		
Libraries/Museums Heritage	PC printout/photocopy colour A4	per item			£ 0.35		
Libraries	Replacement Membership Tickets	each	£ 1.25	-20.00%	£ 1.00		prices standardised for adults and young people
Libraries	Reservation Passport (Annual Subscription)	each	£ 5.00	0.00%	£ 5.00		
Libraries	Reservations - Adult	per item	£ 0.50	0.00%	£ 0.50		
Libraries	Reservations - Concession	per item	£ 0.20	25.00%	£ 0.25		Concession half of full price
Libraries	Sale of Headphones		£ 1.36	2.94%	£ 1.40		
Libraries	USB pens	each	£ 6.00	-50.00%	£ 3.00		To reflect general reduction in USB pen prices
Libraries	Withdrawn stock CD Talking Books (over 4 CDs)	per item	£ 6.00	0.00%	£ 6.00		
Libraries	Withdrawn stock CD Talking Books (up to 4 CDs)	per item	£ 3.00	0.00%	£ 3.00		
Libraries	Withdrawn stock DVD Sales (Double set)	per item	£ 5.00	0.00%	£ 5.00		
Libraries	Withdrawn stock DVD Sales (single)	per item	£ 2.50	0.00%	£ 2.50		
Libraries	Withdrawn stock Hardback Book Sales - Child		£ 0.25	0.00%	£ 0.25		
Libraries	Withdrawn stock Hardback Book Sales - Fiction Adult	per item	£ 0.50	0.00%	£ 0.50		
Libraries	Withdrawn stock Magazines Sales - Monthly		£ 0.20	0.00%	£ 0.20		
Libraries	Withdrawn stock Magazines Sales - Weekly	per item	£ 0.10	0.00%	£ 0.10		
Libraries	Withdrawn stock Paperback Book Sales - Fiction Adult	per item	£ 0.25	0.00%	£ 0.25		
Libraries	Withdrawn stock Paperback Books Sales - Child		£ 0.15	0.00%	£ 0.15		
Libraries	Withdrawn stock Unless individually priced - Non Fiction	Adult hard back	£ 1.20	-16.67%	£ 1.00		Prices standardised
Libraries	Withdrawn stock Unless individually priced - Non Fiction	children hardback	£ 0.30	66.67%	£ 0.50		Prices standardised
Libraries	Withdrawn stock Unless individually priced - Non Fiction	child paperback	£ 0.60	-58.33%	£ 0.25		Prices standardised
Libraries	Withdrawn stock Unless individually priced - Non Fiction	Adult paperback			£ 0.30		
Museums/Heritage	Digital copies on CD Rom	for a maximum of 5 images	£ 13.10	-0.76%	£ 13.00		
Museums/Heritage	Digital copies on CD Rom	per image thereafter	£ 3.50	0.00%	£ 3.50		
Museums/Heritage/Countryside	East Ayrshire Group Visits Out with Hours	per visit	£ 3.10		£ 30.00		maximum 2 hours; pricing strategy changed - previously per person
Museums/Heritage	Heritage Charges A4 Photocopy/Reader/PC Printout (Colour)	per copy	£ 0.40	100.00%	£ 0.80		cost streamlined to one fee for various printouts. Reader and colour printouts more expensive.
Museums/Heritage	Heritage/museum Enquiry	per hour	£ 42.00	-28.57%	£ 30.00		initial 30 minutes free. Reduced to encourage use.
Museums/Heritage/Countryside	Non East Ayrshire Group visits out with Hours	per visit	£ 4.10		£ 40.00		maximum 2 hours; pricing strategy changed - previously per person
Museums/Heritage/Countryside	Non-East Ayrshire School visits	Per Pupil	£ 2.10	19.05%	£ 2.50		Prices standardised across Cultural and Countryside Services
Museums/Heritage	Reproduction fee for book, magazine video of archival material		£ 60.00	16.67%	£ 70.00		
Sport & Community Venues	Adult Jogging group	Per hour	£ 3.10	0.00%	£ 3.10		
Sport & Community Venues	All Ability Cycling group Sessions	per session	£ 25.00	0.00%	£ 25.00		
Sport & Community Venues	All Ability Cycling Sessions	per session	£ 1.80	0.00%	£ 1.80		
Sport & Community Venues	Badminton Court	Adult	£ 5.65	0.88%	£ 5.70		Loyalty Discount Available Depending on Booking. 30% or 20% on Full Rate
Sport & Community Venues	Badminton Court	Concession	£ 4.50	0.00%	£ 4.50		Loyalty Discount Available Depending on Booking. 30% or 20% on Full Rate
Sport & Community Venues	Squash	Adult	£ 5.65	0.88%	£ 5.70		
Sport & Community Venues	Squash	Concession	£ 4.50	0.00%	£ 4.50		
Sport & Community Venues	Table Tennis	Adult	£ 3.10	0.00%	£ 3.10		
Sport & Community Venues	Table Tennis	Concession	£ 2.05	2.44%	£ 2.10		
Sport & Community Venues	Children's Coaching Activities	0.5 hour			£ 1.50		
Sport & Community Venues	Children's Coaching Activities	1 hour	£ 2.00	10.00%	£ 2.20		Standardise with Culture & Countryside for children activity sessions
Sport & Community Venues	Children's Coaching Activities	2 hours	£ 2.70	11.11%	£ 3.00		Standardise with Culture & Countryside for children activity sessions
Sport & Community Venues	Children's Fun Session	0.5 hour	£ 1.00	20.00%	£ 1.20		Standardise with Culture & Countryside for children activity sessions
Sport & Community Venues	Children's Fun Sessions	1 hour	£ 1.80	11.11%	£ 2.00		Standardise with Culture & Countryside for children activity sessions
Sport & Community Venues	Children's Fun Sessions	1.5 hours	£ 2.20	13.64%	£ 2.50		Standardise with Culture & Countryside for children activity sessions
Sport & Community Venues	Children's Fun Sessions	2 hours	£ 2.50	8.00%	£ 2.70		Standardise with Culture & Countryside for children activity sessions
Sport & Community Venues	Children's Weekly Ticket	10 Hours	£ 12.00	25.00%	£ 15.00		potentially replaced with membership
Sport & Community Venues	Children's Season Ticket	60 Hours	£ 50.00	20.00%	£ 60.00		potentially replaced with membership
Sport & Community Venues	Children - Fun Themes Parties (10 - 40 children)	Per child	£ 4.75	0.00%	£ 4.75		
Sport & Community Venues	Children - Additional Castle/Balloon Modeller/Face Paints		£ 35.00	28.57%	£ 45.00		Bring all additional items for Parties into line for ease of inclusion on booking system
Sport & Community Venues	Children - Kids Play Party		£ 2.60		£ 65.00		pricing strategy changed - previous charge was per child
Sport & Community Venues	Children - Kids Play Party + Soft play		£ 3.20		£ 80.00		pricing strategy changed - previous charge was per child
Sport & Community Venues	Children - Adventure World Party/Halloween		£ 100.00	0.00%	£ 100.00		
Sport & Community Venues	Children - Airzone Party		£ 180.00	0.00%	£ 180.00		
Sport & Community Venues	Children - Athletics Party	(21 - 32 participants) - per 2 hours	£ 120.00	0.00%	£ 120.00		
Sport & Community Venues	Children - Athletics Party	Max 20 participants - per 2 hours	£ 100.00	0.00%	£ 100.00		
Sport & Community Venues	Dance Studio (large)	Adult	£ 23.50	0.00%	£ 23.50		Loyalty Discount Available Depending on Booking. Rate set at 30% or 20% on Full Rate
Sport & Community Venues	Dance studio (small)	Adult	£ 16.30	0.00%	£ 16.30		Loyalty Discount Available Depending on Booking. Rate set at 30% or 20% on Full Rate
Sport & Community Venues	Dance Unlimited	1 hour	£ 2.00	10.00%	£ 2.20		Standardise with Culture & Countryside for children activity sessions
Sport & Community Venues	Equipment Hire	Equipment Hire	£ 0.50	0.00%	£ 0.50		
Sport & Community Venues	Equipment Hire - Chair	per unit	£ 1.00	0.00%	£ 1.00		
Sport & Community Venues	Equipment Hire - Delivery	per unit	£ 45.00	0.00%	£ 45.00		
Sport & Community Venues	Equipment Hire - Staging	per unit	£ 40.00	0.00%	£ 40.00		
Sport & Community Venues	Equipment Hire - Construction	per hour	£ 45.00	0.00%	£ 45.00		
Sport & Community Venues	Equipment Hire - Table	per unit	£ 2.50	0.00%	£ 2.50		
Sport & Community Venues	Fitness Class (1hr)	Per class	£ 3.80	5.26%	£ 4.00		

Department / Service	Type of Charge	Current Charging Structure	2015/2016	2016/2017		NOTES
			Gross Charge	% Uplift for 2016/17	Gross Charge	
Sport & Community Venues	Fitness Class (30 mins)	per class	£ 2.00	10.00%	£ 2.20	Due to 1hr class price increasing.
Sport & Community Venues	Fitness Saver (10 sessions)	Per class	£ 30.00	6.67%	£ 32.00	potentially replaced with membership
Sport & Community Venues	Broomfield Floodlight Soccer 7's 1/2 Pitch)	Over 18's per 1 1/2 hours training session	£ 38.50	1.30%	£ 39.00	
Sport & Community Venues	Broomfield Floodlight Soccer 7's 1/2 Pitch)	Under 18's per 1 1/2 hours training session	£ 27.10	1.48%	£ 27.50	
Sport & Community Venues	Broomfield Floodlight Soccer 7's Full Pitch)	Over 18's per 1 1/2 hours training session	£ 54.70	0.55%	£ 55.00	
Sport & Community Venues	Broomfield Floodlight Soccer 7's Full Pitch)	Under 18's per 1 1/2 hours training session	£ 43.90	0.23%	£ 44.00	
Sport & Community Venues	Football Over 18's training	Per Session	£ 22.20	1.35%	£ 22.50	
Sport & Community Venues	Football Pitches Over 18's per match	Per Match	£ 28.20	1.06%	£ 28.50	
Sport & Community Venues	Football Under 18's per match	Per Match	£ 16.50	3.03%	£ 17.00	
Sport & Community Venues	Football Under 18's training	Per Session	£ 13.60	2.94%	£ 14.00	
Sport & Community Venues	Murray Park	Adult	£ 24.00	0.00%	£ 24.00	
Sport & Community Venues	Murray Park	Junior	£ 14.80	8.11%	£ 16.00	
Sport & Community Venues	Soccer 7's 2	Per hour	£ 9.30	7.53%	£ 10.00	
Sport & Community Venues	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Adult	£ 42.00	0.00%	£ 42.00	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Juveniles	£ 28.00	0.00%	£ 28.00	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - 1/2 Pitch 1HR w/e	Juveniles	£ 15.20	0.00%	£ 15.20	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Adult	£ 37.60	0.00%	£ 37.60	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Juveniles	£ 24.10	0.00%	£ 24.10	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - 1/3 Pitch 1HR w/e	Juveniles	£ 12.90	0.00%	£ 12.90	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - 1/3 Pitch 2HR w/e	Juveniles	£ 25.80	0.00%	£ 25.80	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Adult	£ 48.40	-10.43%	£ 43.35	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Juveniles	£ 30.40	0.00%	£ 30.40	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Sports Hall per division	Adult	£ 19.50	-48.72%	£ 10.00	Loyalty Discount Available Depending on Booking. Rate set at 30% or 20% on Full Rate
Sport & Community Venues	Sports Hall per division	Juveniles	£ 14.00	-50.00%	£ 7.00	Loyalty Discount Available Depending on Booking. Rate set at 30% or 20% on Full Rate
Sport & Community Venues	Full Hall - 2 Courts (Games Halls)	Adult	£ 24.00	0.00%	£ 24.00	Loyalty Discount Available Depending on Booking. Rate set at 30% or 20% on Full Rate
Sport & Community Venues	Full Hall - 2 Courts (Games Halls)	Juveniles	£ 14.80	8.11%	£ 16.00	Loyalty Discount Available Depending on Booking. Rate set at 30% or 20% on Full Rate
Sport & Community Venues	General Purpose Room	with Kitchen - per hour	£ 13.00	0.00%	£ 13.00	
Sport & Community Venues	General Purpose Room	without Kitchen - per hour	£ 10.50	0.00%	£ 10.50	
Sport & Community Venues	Indoor Hall - Exclusive Use - 1/4 Hall	per hour	£ 13.00	7.69%	£ 14.00	
Sport & Community Venues	Indoor Hall - Full - Exclusive Use - Adult	per hour	£ 92.50	-39.46%	£ 56.00	pricing strategy changed - previous charge was for 3 hrs
Sport & Community Venues	Indoor Hall - Full - Exclusive Use - Children	per hour	£ 72.00	-61.11%	£ 28.00	pricing strategy changed - previous charge was for 3 hrs
Sport & Community Venues	Indoor Hall - Individual Entry	Adult	£ 4.00	0.00%	£ 4.00	
Sport & Community Venues	Indoor Hall - Individual Entry	Child	£ 3.00	-16.67%	£ 2.50	Standard price for indoor and outdoor access
Sport & Community Venues	Outdoor Track - Club/Group	Shared Use per hour	£ 26.00	7.69%	£ 28.00	
Sport & Community Venues	Outdoor Track - Full - Exclusive Use - Adult	per hour	£ 125.00	-55.20%	£ 56.00	pricing strategy changed - previous charge was for 3 hrs
Sport & Community Venues	Outdoor Track - Full - Exclusive Use - Children	per hour	£ 82.50	-66.06%	£ 28.00	pricing strategy changed - previous charge was for 3 hrs
Sport & Community Venues	Outdoor Track - Individual Entry	Adult	£ 3.00	33.33%	£ 4.00	Standard price for indoor and outdoor access
Sport & Community Venues	Outdoor Track - Individual Entry	Child	£ 2.00	25.00%	£ 2.50	Standard price for indoor and outdoor access
Sport & Community Venues	Full Facility - Events - Adult	per day			£ 532.00	minimum cost
Sport & Community Venues	Full Facility - Events - Children	per day			£ 420.00	minimum cost
Sport & Community Venues	Full Exclusive Use - Weekday - EAC Schools	Events only 1/2 day	£ 41.50	6.02%	£ 44.00	by negotiation
Sport & Community Venues	Full Exclusive Use - Weekday - EAC Schools	Events only Full Day	£ 62.50	5.60%	£ 66.00	by negotiation
Sport & Community Venues	Golf Fees - Annanhill	Adult Round - Peak	£ 20.00	0.00%	£ 20.00	
Sport & Community Venues	Golf Fees - Annanhill	Concession Round - Peak	£ 10.00	0.00%	£ 10.00	
Sport & Community Venues	Golf Fees - Annanhill	Band 1 Season Ticket	£ 291.50	1.20%	£ 295.00	
Sport & Community Venues	Golf Fees - Annanhill	Band 1 Season Ticket - Concession (inc 16-21)	£ 107.50	2.33%	£ 110.00	
Sport & Community Venues	Golf Fees - Annanhill	Band 1 U16 Season Ticket	£ 79.00	1.27%	£ 80.00	
Sport & Community Venues	Golf Fees - Annanhill	Buggy Hire (Season Ticket Holders)	£ 18.00	0.00%	£ 18.00	
Sport & Community Venues	Golf Fees - Annanhill	Buggy Hire	£ 18.00	0.00%	£ 18.00	
Sport & Community Venues	Golf Fees - Patna	Adult Round - Peak	£ 13.50	0.00%	£ 13.50	
Sport & Community Venues	Golf Fees - Patna	Concession Round - Peak	£ 7.50	0.00%	£ 7.50	
Sport & Community Venues	Golf Fees - Patna	Band 1 Season Ticket	£ 133.00	1.50%	£ 135.00	
Sport & Community Venues	Golf Fees - Patna	Band 1 Season Ticket - Concession (inc 16-21)	£ 66.50	2.26%	£ 68.00	
Sport & Community Venues	Golf Fees - Patna	Band 1 U16 Season Ticket	£ 54.00	1.85%	£ 55.00	
Sport & Community Venues	Golf Fees	Lockers	£ 11.50	0.00%	£ 11.50	
Sport & Community Venues	Golf Evening/Winter Green Fees - Annanhill	Adult	£ 13.50	0.00%	£ 13.50	
Sport & Community Venues	Golf Evening/Winter Green Fees - Annanhill	Concession	£ 7.00	0.00%	£ 7.00	
Sport & Community Venues	Golf Evening/Winter Green Fees - Patna	Adult	£ 10.50	0.00%	£ 10.50	
Sport & Community Venues	Golf Evening/Winter Green Fees - Patna	Concession	£ 6.00	0.00%	£ 6.00	
Sport & Community Venues	Golf Winter Season Ticket - Annanhill	Band 1 Season Ticket	£ 157.00	0.00%	£ 157.00	
Sport & Community Venues	Golf Winter Season Ticket - Annanhill	Band 1 Season Ticket - Concession (inc 16-21)	£ 62.00	0.00%	£ 62.00	
Sport & Community Venues	Golf Winter Season Ticket - Annanhill	Band 1 U16 Season Ticket	£ 49.50	1.01%	£ 50.00	
Sport & Community Venues	Golf Winter Season Ticket - Patna	Band 1 Season Ticket	£ 60.50	0.83%	£ 61.00	
Sport & Community Venues	Golf Winter Season Ticket - Patna	Band 1 Season Ticket - Concession (inc 16-21)	£ 30.50	1.64%	£ 31.00	
Sport & Community Venues	Golf Winter Season Ticket - Patna	Band 1 U16 Season Ticket	£ 25.00	0.00%	£ 25.00	
Sport & Community Venues	Golf Season Ticket - Replacement		£ 10.00	0.00%	£ 10.00	
Sport & Community Venues	Gym - Conditioning Suite	Adult	£ 4.00	0.00%	£ 4.00	
Sport & Community Venues	Gym - Conditioning Suite	Juveniles	£ 2.50	0.00%	£ 2.50	

Department / Service	Type of Charge	Current Charging Structure	2015/2016	2016/2017		NOTES
			Gross Charge	% Uplift for 2016/17	Gross Charge	
Sport & Community Venues	Gym Induction		£ 10.00	0.00%	£ 10.00	
Sport & Community Venues	Gym Session (30 mins)		£ 2.00	0.00%	£ 2.00	
Sport & Community Venues	Gym - Stage 2 Gym Induction / Review	Per hour	£ 12.50	0.00%	£ 12.50	
Sport & Community Venues	Gym - Strength and Conditioning Commercial Exclusive Booking (4-6 users)	Per hour	£ 25.00	0.00%	£ 25.00	
Sport & Community Venues	Gym - Strength and Conditioning	Per 1 hour	£ 3.35	0.00%	£ 3.35	
Sport & Community Venues	Gym - Strength and Conditioning Induction	Per session	£ 5.00	0.00%	£ 5.00	
Sport & Community Venues	Gym - Strength and Conditioning Non Commercial Exclusive Booking (4-6 users)	Per hour	£ 20.00	0.00%	£ 20.00	
Sport & Community Venues	Inflatable's - 1 item, 2 members of staff	Maximum 4 hrs	£ 145.00	0.00%	£ 145.00	
Sport & Community Venues	Inflatable's - 2 item, 3 members of staff	Maximum 4 hrs	£ 240.00	0.00%	£ 240.00	
Sport & Community Venues	Inflatable's - 3 item, 4 members of staff	Maximum 4 hrs	£ 340.00	0.00%	£ 340.00	
Sport & Community Venues	Inflatable's - 4 item, 5 members of staff	Maximum 4 hrs	£ 450.00	0.00%	£ 450.00	
Sport & Community Venues	Fun Fairs Lease of Land - Cumnock	Per week	£ 900.00	0.00%	£ 900.00	
Sport & Community Venues	Fun Fairs Lease of Land - Kilmarnock	Per week	£ 2,000.00	0.00%	£ 2,000.00	
Sport & Community Venues	Fun Fairs Lease of Land - Other Areas	Per week	£ 750.00	0.00%	£ 750.00	
Sport & Community Venues	Lease of Playing Fields - Large Events	3 days or less	£ 530.00	0.00%	£ 530.00	
Sport & Community Venues	Local Galas / Festivals	Full day (max 8hrs) excluding Pavilion	£ 110.00	9.09%	£ 120.00	
Sport & Community Venues	Local Galas / Festivals	Full day (max 8hrs) including Pavilion	£ 195.00	2.56%	£ 200.00	
Sport & Community Venues	Local Galas / Festivals	Half day (max 4hrs) excluding Pavilion	£ 86.50	4.05%	£ 90.00	
Sport & Community Venues	Local Galas / Festivals	Half day (max 4hrs) including Pavilion	£ 130.00	0.00%	£ 130.00	
Sport & Community Venues	Membership - 1 Month Gym Membership Card		£ 25.00	0.00%	£ 25.00	potentially replaced with membership
Sport & Community Venues	Membership - 1 Month Juveniles Membership		£ 15.00	0.00%	£ 15.00	potentially replaced with membership
Sport & Community Venues	Membership - 3 Month Gym Membership Card		£ 60.00	0.00%	£ 60.00	potentially replaced with membership
Sport & Community Venues	Membership - 3 Month Juveniles Membership		£ 30.00	0.00%	£ 30.00	potentially replaced with membership
Sport & Community Venues	Membership - 6 Month Gym Membership Card		£ 105.00	0.00%	£ 105.00	potentially replaced with membership
Sport & Community Venues	Membership - 60+ Swim 1 Month card		£ 10.00	0.00%	£ 10.00	potentially replaced with membership
Sport & Community Venues	Membership - Strength and Conditioning Platinum Card	4 weeks	£ 25.00	0.00%	£ 25.00	potentially replaced with membership
Sport & Community Venues	Membership - Gym and Swim 1 Month Card		£ 28.00	0.00%	£ 28.00	potentially replaced with membership
Sport & Community Venues	Membership - Gym and Swim 3 Month Card		£ 70.00	0.00%	£ 70.00	potentially replaced with membership
Sport & Community Venues	Membership - Bronze Concession Membership	1 month	£ 10.00	0.00%	£ 10.00	
Sport & Community Venues	Membership - Bronze Joint Membership	1 month	£ 20.00	0.00%	£ 20.00	
Sport & Community Venues	Membership - Bronze Single Membership	1 month	£ 15.00	0.00%	£ 15.00	
Sport & Community Venues	Membership - Silver Concession Membership	1 month	£ 15.00	0.00%	£ 15.00	
Sport & Community Venues	Membership - Silver Joint Membership	1 month	£ 40.00	0.00%	£ 40.00	
Sport & Community Venues	Membership - Silver Single Membership	1 month	£ 25.00	0.00%	£ 25.00	
Sport & Community Venues	Membership - Gold Concession Membership	1 month	£ 20.00	0.00%	£ 20.00	
Sport & Community Venues	Membership - Gold Joint Membership	1 month	£ 50.00	0.00%	£ 50.00	
Sport & Community Venues	Membership - Gold Single Membership	1 month	£ 32.00	0.00%	£ 32.00	
Sport & Community Venues	Membership - Family Membership	1 month	£ 65.00	0.00%	£ 65.00	potentially replaced with membership
Sport & Community Venues	Membership - Family Membership Additional Child	1 month	£ 5.00	0.00%	£ 5.00	potentially replaced with membership
Sport & Community Venues	Personal Training	Per hour	£ 25.00	0.00%	£ 25.00	
Sport & Community Venues	Pool - 1-1 Swimming Lessons (30 mins)	10 lesson Block	£ 100.00	8.00%	£ 108.00	
Sport & Community Venues	Pool - 1-1 Swimming Lessons (30 mins)	per class (30 mins)	£ 11.50	4.35%	£ 12.00	
Sport & Community Venues	Pool - 1-2 Swimming Lesson (30 mins)	10 lesson Block	£ 180.00	0.00%	£ 180.00	
Sport & Community Venues	Pool - 1-2 Swimming Lesson (30 mins)	per class (30 mins)	£ 20.00	0.00%	£ 20.00	
Sport & Community Venues	Pool - Adult/Child/Parent & Toddler Swimming Lesson	Block of 12	£ 36.00	0.00%	£ 36.00	
Sport & Community Venues	Pool - Adult/Child/Parent & Toddler Swimming Lesson	Block of 8	£ 24.00	0.00%	£ 24.00	
Sport & Community Venues	Pool - Adult Swim	Each	£ 2.60	0.00%	£ 2.60	
Sport & Community Venues	Pool - Child Swim	Each	£ 1.40	7.14%	£ 1.50	
Sport & Community Venues	Pool - Adult Swim 1 Month Card		£ 23.00	0.00%	£ 23.00	potentially replaced with membership
Sport & Community Venues	Pool - Big splash Family Session (2 adults, 5 children)		£ 3.00	16.67%	£ 3.50	Due to benchmarking exercise with other trusts.
Sport & Community Venues	Pool - Big splash Family Session (2 adults, 5 children) incl Hall				£ 5.00	
Sport & Community Venues	Pool Hire	Per hour	£ 25.00	4.00%	£ 26.00	Loyalty Discount Available Based on 30 Session Block Booking & East Ayrshire Sports Council Affiliation
Sport & Community Venues	Pool Party with Bouncy Castle		£ 65.00	0.00%	£ 65.00	
Sport & Community Venues	Pool Party with Floats		£ 30.00	0.00%	£ 30.00	
Sport & Community Venues	Pool Party with Inflatable		£ 40.00	0.00%	£ 40.00	
Sport & Community Venues	Pool - Primary School Lessons	Per Child	£ 1.15	0.00%	£ 1.15	
Sport & Community Venues	Sports Coaching Block	10 sessions for price of 8 sessions	£ 16.00	10.00%	£ 17.60	Taking into account increase in individual sessions
Sport & Community Venues	Sports Coaching Block	12 sessions for the price of 10 sessions	£ 20.00	10.00%	£ 22.00	Taking into account increase in individual sessions

REPORT TO BOARD OF TRUSTEES



MEETING SCHEDULE 2016/17

Date: 1 March 2016

Agenda Item: 8

Report By: John Griffiths, Chief Executive

Summary

This report seeks approval for the proposed schedule of Trust Board meetings for 2016/17.

1. BACKGROUND

1.1 The purpose of this report is to seek approval for the schedule of Trust Board meetings for 2016/17.

2 PROPOSED MEETING SCHEDULES

2.1 The proposed schedule of Board meetings for 2016/17 is as follows:

Tuesday 19th April 2016 (previously agreed)

Tuesday 7th June 2016

Tuesday 19th July 2016

Tuesday 13th September 2016 (AGM)

Tuesday 11th October 2016

Tuesday 29th November 2016

Tuesday 28th February 2017

Tuesday 11th April 2016

2.2 This schedule has been developed to ensure that the Board's internal quarterly performance reporting requirements can be met and that the Business Plan and Annual Report can be approved for submission to the Council within the required timeframe.

2.3 It is proposed that 6pm is retained as the regular start time for meetings and that meetings continue to rotate between the Trust's operational venues in Kilmarnock and Cumnock/Auchinleck.

2.4 In addition to Trust Board meetings, the Performance and Audit Sub-Committee will continue to meet throughout 2016/17 and the schedule of meetings is shown below:

Monday 23rd May 2016

Monday 15th August 2016

Monday 14th November 2016

Monday 13th February 2017

Additional meetings will be arranged where necessary. A meeting will be required in March to consider performance reporting, the internal audit programme, and risk management.

2.5 Arrangements for the submission of reports for both the Board and Sub-Committee compilation, production and distribution of the Agenda will remain the same, and administrative support will

REPORT TO BOARD OF TRUSTEES



continue to be provided by East Ayrshire Council. The full schedule of proposed meeting dates is shown in Appendix I.

Recommendation/s:

It is recommended that the Board:

- i. Approve the proposed 2016/17 schedule of meetings for both the Trust Board and the Performance and Audit Sub-Committee; and
- ii. Otherwise note the content of this report.

Signature:

A handwritten signature in black ink, appearing to be 'J. Allan'.

Designation: Chief Executive

Date: 16 February 2016

LEISURE TRUST BOARD MEETINGS CALENDAR: MAY 2016 - APRIL 2017

DATE/TIME/ VENUE OF MEETING	LODGEMENT DATE	*PRE-AGENDA MEETING DETAILS	ISSUE AGENDA
<u>MAY</u>			
PERFORMANCE & AUDIT SUB-COMMITTEE MON 23/05/2016 1800 HOURS KILMARNOCK	MON 09/05/16	THURS 12/05/16	MON 16/05/16 ANNUAL PERFORMANCE REPORT
<u>JUNE</u>			
TRUST BOARD TUES 07/06/2016 1800 HOURS KILMARNOCK	TUES 24/5/16	MON 30/05/16	TUES 31/05/16 ANNUAL PERFORMANCE REPORT
<u>JULY</u>			
TRUST BOARD TUES 19/07/2016 1800 HOURS CUMNOCK/AUCHINLECK	TUES 05/07/16	MON 11/07/16	TUES 12/07/16
<u>AUGUST</u>			
PERFORMANCE & AUDIT SUB-COMMITTEE MON 15/08/2016 1800 HOURS KILMARNOCK	MON 01/08/16	THURS 04/08/16	MON 08/08/16 ANNUAL ACCOUNTS/REPORT 1 ST QUARTER (April – June)
TRUST AGM/BOARD TUES 13/09/2016 1800 HOURS KILMARNOCK	TUES 30/08/16	MON 05/09/16	TUES 06/09/16 ANNUAL ACCOUNTS/REPORT 1 ST QUARTER (April – June)
<u>OCTOBER</u>			
TRUST BOARD TUES 11/10/2016 1800 HOURS KILMARNOCK	TUES 27/09/16	MON 03/10/16	TUES 4/10/16

* Chief Executive and Chair to determine time and venue of Pre-Agenda.

DATE/TIME/ VENUE OF MEETING	LODGEMENT DATE	*PRE-AGENDA MEETING DETAILS	ISSUE AGENDA
<u>NOVEMBER</u>			
PERFORMANCE & AUDIT SUB-COMMITTEE MON 14/11/2016 1800 HOURS KILMARNOCK	MON 31/10/16	THURS 03/11/16	TUES 7/11/16 2 ND QUARTER (July – Sept)
TRUST BOARD TUES 29/11/2016 1800 HOURS CUMNOCK/AUCHINLECK	TUES 15/11/16	FRI 18/11/16	TUES 22/11/16 2 ND QUARTER (July – Sept)
<u>FEBRUARY</u>			
PERFORMANCE & AUDIT SUB-COMMITTEE MON 13/02/2017 1800 HOURS KILMARNOCK	MON 30/01/17	THURS 02/02/17	MON 06/02/17 3 RD QUARTER (Oct - Dec)
TRUST BOARD TUES 28/02/2017 1800 HOURS KILMARNOCK	TUES 14/02/17	MON 20/02/17	TUES 21/02/17 3 RD QUARTER (Oct – Dec)
<u>APRIL</u>			
TRUST BOARD TUES 11/04/2017 1800 HOURS KILMARNOCK	TUES 28/03/17	MON 03/04/17	TUES 04/04/17

* Chief Executive and Chair to determine time and venue of Pre-Agenda.